

Determination of the Most Accurate Resource for Developing Engineering Design Fee Estimates

Jennifer Necker, P.E.

South Carolina Department of Transportation

Certified Public Manager Class of 2020

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Problem Statement

The South Carolina Department of Transportation (SCDOT) utilizes outside engineering design firms (consultants) when the internal design staff's existing and projected workload capacity precludes developing a project in-house. Due to SCDOT's use of federal funds, engineering consultant procurement is completed in accordance with the Brooks Act, the Code of Federal Regulations (CFR) and the Federal Acquisition Regulations (FAR). These federal laws and regulations require SCDOT and the consultant to prepare independent fee estimates (estimates) prior to negotiations between the two parties. The SCDOT Program Manager (PM) prepares a minimum of two independent internal estimates during consultant procurement. The preliminary estimate is submitted with the request to utilize a consultant and is based on the preliminary scope of services identified during SCDOT's in-house scoping process. The preliminary estimate uses statewide average consultant salary and overhead rates since the specific consultant is unknown. The principal effort in preparing a preliminary estimate is determination of staff levels and man-hours required to perform the tasks in the preliminary scope of services. The second estimate is submitted after the consultant is selected and the final scope of service has been agreed upon by both parties. Since the selected consultant's salary and overhead rates are known, these are used for the second estimate. Similar to the preliminary estimate, the major effort is determination of the man-hours required to perform the tasks in the final scope of services. Once the second estimate is submitted by the PM to SCDOT's Professional Services office, the consultant then submits their initial estimate. With two independent estimates submitted, one by SCDOT and one by the consultant, to Professional Services, fee negotiations may begin.

It is a violation of federal laws and regulations to negotiate consultants' salary and overhead rates. Therefore, the man-hours required to perform the tasks in the final scope of services are the only item that is negotiated. The goal of negotiations is a fair and reasonable contract for both parties. The man-hours negotiated directly impact the consultant's fixed fee compensation (fixed fee = (direct labor + overhead)*profit rate) for performing the scope of services, therefore it is important they are accurate. In addition, the project budget is important because it is used by SCDOT in cash flow analysis and projections. Since the estimate is used to set both the budget and consultant's fixed fee it is critical that the PM estimate and negotiate man-hours as accurately as possible.

Preparing fair and reasonable estimates directly relates to two of the objectives in SCDOT's Strategic Plan; *"Projects proceed on schedule and within budget in accordance with SCDOT's 10-year Program Delivery Plan"* and *"Decrease the number of structurally deficient bridges across the state"*. The full Strategic Plan Executive Summary detailing these two objectives can be found in Appendix 1. Since the actual unit negotiated during estimate negotiations is man-hours, it is crucial the PM use reasonable and accurate man-hour data as a resource. Currently when the PM prepares the estimates, previously negotiated estimates for similar types of projects are used as a resource to assist with determining the man-hours required to complete tasks. During estimate negotiations SCDOT is at a disadvantage because when discussing the level of effort required to complete tasks, the consultant is able to use historical data based on actual man-hours expended on similar types of projects to defend their position. Since the PM is not using data for actual man-hours expended when completing the internal estimate, they are unable to easily defend their position. Without data to back up their position

two scenarios occur; the PM may accept the consultant's justification for higher man-hours or the consultant accepts lower man-hours knowing task budgets may need to be reallocated in the future. When either of these occur, the consequences that potentially negatively impact the objectives in SCDOT's Strategic Plan are:

- Overall contract negotiation time is increased due to additional fee negotiation meetings. In addition, if the differences between the two parties vary significantly, the PM has to prepare further internal estimates and justification documentation for accepting the variances between SCDOT's and the consultant's estimates.
- Contract negotiation file review and approval time by SCDOT upper management is increased due to differences between the PM's preliminary estimate and the consultant's final estimate.
- The consultant's fixed fee may not be fair and reasonable to both parties.
- The final negotiated estimate is not a true representation of the project budget.

Data Collection

Since man-hours is the unit negotiated, PMs need to feel confident the data being used as a resource is accurate. Previously negotiated man-hours and actual man-hours expended are the two types of data SCDOT already collects that can be resources to the PMs. Comparing previously negotiated man-hours to actual man-hours expended is the first step in determining if PMs are using the most accurate resource.

Currently, previously negotiated man-hours are used as the PM's primary resource because it is easily accessible by the PM. The PM simply uses estimates either they themselves have negotiated or estimates negotiated by other PMs in their Regional Production Group (RPG).

Actual man-hours expended data is collected by SCDOT in two ways. The scope of services in most consultant contracts requires the consultant to update Eteams monthly and submit a report with each invoice. Eteams is the web-based access for consultants to enter budget data into SCDOT's Primavera system. Primavera is a commercially available budget and schedule software. Consultant invoices are the other point where actual man-hours expended data is collected.

Both SCDOT's Strategic Plan and 10-Year Plan involve goals and objectives that have generated a large number of bridge replacement projects, more than typically undertaken in an average ten-year period. Thus, the majority of SCDOT's upcoming projects requiring consultants are bridge replacements. Therefore, bridge replacement projects that met the following criteria were identified in SCDOT's Project Programming System (P2S) to be used in the comparison of previously negotiated versus actual man-hours expended:

- Project design completed by a consultant
- Project let for construction between 12/31/2013 and 1/1/2020

These parameters netted 42 bridge replacement projects with a total of 56 consultant contracts. All projects had an original contract (Basic Agreement). Some projects have multiple contracts due to changes or additions to the Basic Agreement scope of services. These modifications require another contract (Contract Modification). The list of projects can be found in Appendix 2.

SCDOT's Professional Services office maintains the contract negotiation file. This file covers the entire negotiation process, from the request to use consultant services to the executed contract; including all fee estimates prepared for the contract. The sample projects identified were shared with Professional Services and access was provided to the server location where the electronic files are stored (see Appendix 2 for the projects available on the server). Professional Services also updates the Professional Contracts tab in P2S. All the information available in the Professional Contracts tab can be found in Appendix 2. Between the contract negotiation files and Professional Contracts tab in P2S, all SCDOT man-hour estimates and the final negotiated man-hours that constitute the budget after contract execution can be identified for input into a spreadsheet.

After contract execution the consultant sets up the project in Primavera by tasks via the Eteams portal. Both the contract man-hour and monetary budgets are input as the baseline planned units. Per the contract scope of services, the consultant updates Primavera to show the actual man-hours and cost being expended for the project. A Primavera report provides confirmation the baseline planned man-hours match the man-hours shown in the executed contract. In addition, the Primavera report provides the actual man-hours expended to date.

Paid consultant invoices (invoices) provide an additional resource. All invoices show the man-hours and hourly rate per staff and task as part of the documentation of amount due and some consultants provide budget tracking sheets with their invoices. In addition, per the contract scope, a copy of the Primavera report is required as an attachment to the invoice. After the invoices are paid, they are scanned and can be accessed through the South Carolina Enterprise Information System (SCEIS). The invoices provide information on the breakdown of man-hours

between the prime consultant and any sub-consultants. See Appendix 2 for an invoice from a sample project as an example.

The following data was identified to be gathered in a spreadsheet:

- Project ID – the unique identifier P2S assigns to each project.
- Project Name – includes route number, bridge and possibly local road name
- Project Consultant – engineering consultant under contract for bridge design
- Program Manager – SCDOT PM managing the project
- Type of Contract – whether consultant was selected via project specific solicitation or selected from an existing on-call contract
- Solicitation – number of the original solicitation
- Contract ID – the unique identifier Professional Services assigns to each contract
- Con Mod – identifies if contract is a basic agreement or contract modification
- RFP Estimate – preliminary estimate PM submits with request to use a consultant
- RFP Man-hours – preliminary total man-hours PM feels are needed to complete the preliminary scope of services.
- Selected Initial Estimate – revised estimate PM submits after the scope of services has been finalized with the consultant
- Selected Initial Man-hours – revised total man-hours PM feels are needed to complete the final scope of services
- Consultant Initial Estimate – first estimate the consultant submits to Professional Services after the scope of services has been finalized

- Consultant Initial Man-hours – first total man-hours consultant feels are needed to complete the final scope of services
- SCDOT Final Estimate – final estimate that includes any revisions brought about due to fee estimate negotiations.
- SCDOT Final Man-hours – final total man-hours PM feels are needed to complete the final scope of services that includes any revisions due to fee estimate negotiations.
- Consultant Final Estimate - consultant's estimate that both parties agree is fair and reasonable to complete the final scope of services.
- Consultant Final Man-hours – total man-hours both parties agree are needed to complete the final scope of services.
- Consultant Man-hours to Date – total consultant man-hours expended to date.

A task breakdown spreadsheet was set up for each project to capture the monetary and man-hour data by task. Primavera reports for each project provided the task breakdown of the monetary and man-hour budgets as well as the expended budgets to date. The task breakdown spreadsheet also included information provided on task budgets with the latest invoice.

Data Analysis

Of the 42 bridge replacement projects identified only one project had a complete set of data. The data for the remaining projects was unavailable due to a variety of reasons and not due to a breakdown in a specific process. The lack of data for man-hours is an indicator that after contract execution SCDOT and the consultant's main focus is on monetary budget.

Data on SCDOT's preliminary estimate and the man-hours associated with each task was not available due to two main reasons. In the past, SCDOT's internal process did not require the PM to submit a detailed preliminary scope of services and estimate broken down by tasks when requesting a consultant. While the gap in process was identified and the preliminary data is available for projects currently in project development, the request for consultants on the projects evaluated was prior to the process revision being implemented. Incomplete electronic files for older SCDOT projects also caused lack of preliminary estimate and man-hour data. Many of the projects identified were not available on the Professional Services server location. The Professional Services office has revised internal procedures to standardize how information is gathered and stored; therefore, for projects currently in design, the data is available. For all projects identified, hard copies of the executed contract are available however those files do not include any of the fee and man-hour estimates prepared by SCDOT and only contain the consultant's final fee and man-hour estimate.

Consultant man-hours to date data was also unavailable for the majority of projects identified. The consultants for these projects are contractually required to update Primavera and attach a copy of the report to each invoice (see Eteams standard scope language in Appendix 3). The Primavera reports run during data collection show some consultants are not updating Primavera at all and the ones that are updating primarily update the monetary budget expended with no data input for man-hours. The consultants usually attach a budget tracking spreadsheet to their invoices. However, after reviewing invoices for each project through SCEIS, the tracking spreadsheet is not always broken down by task and there was only one consultant that included man-hours on the spreadsheet. The consultant's failure to update man-hours in Primavera and

the PM's concurrence on invoice submittals without proper documentation are an indicator that after contract execution, both parties primary budget concern is monetary not man-hours.

Since SCDOT is not currently tracking data on actual man-hours expended, monetary budget data was reviewed. Monetary budget per task provides the most useful data however tracking the monetary budget expended by tasks requires consultants to consistently update Primavera or provide a budget tracking spreadsheet. While most consultants are providing a monetary budget tracking spreadsheet, and some are updating Primavera, there is a potential fatal flaw in the data collected. During the project development process, it is common for some task budgets to overrun and some to underrun. Prior to a task budget overrunning the consultant will request task reallocation. In a formal request the consultant provides explanation of which task(s) monetary budget(s) to reduce to cover the anticipated task(s) overruns. The total contract monetary budget must remain the same. More details of SCDOT's current task reallocation approval process can be found in Appendix 3. The task reallocation process is not captured in Primavera. Some consultants provide task reallocation data in their budget tracking spreadsheet, but the majority did not. Currently only the PM has the documentation showing the revised task budgets due to task reallocation.

Due to SCDOTs current process for task reallocation, the monetary budget by task data is unreliable. Therefore, total contract monetary budget data was collected. Planned budgets and budget expended data is captured in P2S on the Professional Contracts tab. To ensure the majority of the tasks have been completed, bridge replacement projects that are either under construction or construction is complete were identified. These parameters netted 22 projects with 26 contracts. The list of projects and data can be found in Appendix 3.

The total contract value for the 26 projects is \$24,766,436.57 and \$21,320,006.62 has been invoiced as of 12/31/2019. The average contract value remaining is \$132,550.00. The range in contract value remaining is shown in Figure 1 in Appendix 3.

The data based on total monetary budget shows consultants are not invoicing SCDOT the full contract budget. For the sample projects, SCDOT is consistently executing contracts with higher total project budgets than are warranted. Since man-hours are the basis for the estimate, this data shows SCDOT may be regularly concurring with more man-hours than are required to complete the scope of services. Until actual man-hours expended data is collected and analyzed SCDOT cannot determine if man-hours are consistently being overestimated for all tasks or specific tasks. Once actual man-hours expended are collected and compared to previously negotiated man-hours, SCDOT can determine which resource is more accurate.

Implementation Plan

SCDOT already has the means to collect and analyze man-hour data. Process improvements and training are needed to ensure data is being collected and tracked both consistently and accurately. Through better utilization of Primavera, revising the internal process of task reallocation and contract modifications, minor changes to the invoicing process, and adding additional information in P2S, SCDOT will have a database of project information for consultant contracts.

Most consultant contracts already require that Primavera be updated as part of the scope of services, therefore the easiest way for SCDOT to collect man-hour data is to re-train the PMs on this specific task. PMs need to ensure the consultants are completing this task. After reviewing

the invoice that the PM signs as reviewed for payment and submits to Professional Services. PMs need to confirm the consultant's Primavera report is submitted and verify the updated man-hour and monetary budgets match other backup information submitted with the invoice. RPG Engineers, who supervise PMs, need to remind the PMs the invoice should not be signed unless an updated Primavera report is attached. Since invoices have been paid for years without the Primavera report, PMs will need to reach out to consultants and explain that invoices will be held if the report is not submitted. They should also remind consultants that both man-hours and monetary budget should be updated. Enforcing the process stated in the consultants' scope of services can begin immediately with zero cost associated.

To ensure accurate task level data in Primavera, SCDOT must revise the process for task reallocation and confirm the Primavera man-hour and monetary baseline budget is revised. The current internal process of approving task reallocation can be followed but the man-hours associated with task reallocation need to be incorporated. The consultant invoices also need to reflect the task reallocation. There is no cost associated with revising the task reallocation process, however it is anticipated there will be a learning curve for consultants as they have never had to baseline the information in Primavera before. Currently SCDOT has a third-party Primavera expert under contract and he is available to assist both SCDOT and the consultants with any issues that arise.

Currently the Primavera templates used to create schedules do not align with the tasks in the scope of services. This causes confusion when reading Primavera reports especially if the PM is not familiar with the project. SCDOT Preconstruction Support office already has an initiative under development to revise the Primavera templates. The third-party Primavera expert's

contract includes this task and work should be complete by summer 2020. In addition, one of SCDOT's approved topics for research funding is *Create a Standardized Scope of Services Template* (research project). The steering committee chairperson is an RPG Engineer and the steering committee is comprised of PMs, Assistant PMs and Design Managers. SCDOT is in contract negotiations with Clemson University for this research project. SCDOT anticipates Clemson beginning work in spring 2020 with the research project taking 24 months. Once SCDOT has standardized scope of services templates, these tasks should be incorporated as the standard Primavera template.

A revision to the internal contract modification process will allow more accurate data in Primavera. Currently, the tasks in the basic agreement and the contract modifications do not always match. For example, in a Basic Agreement bridge design may possibly be listed as task 6 but in the Contract Modification bridge design maybe listed as task 3. This makes it cumbersome to calculate the total man-hours and monetary budget for the entire project. To alleviate this issue, when a contract modification is needed, the same task numbers should be utilized for the same task titles. Making this process change can begin immediately and does not have a cost implication.

The biggest obstacle to using Primavera is demonstrating the value of the program to PMs. While Primavera has been used for years it has not been fully utilized as a resource. This is mainly due to the program being viewed as complicated and that while the PMs are responsible for ensuring the data is input, they do not use any output data. Training will assist in overcoming the complicated nature of Primavera and SCDOT's third party Primavera expert is tasked with assisting SCDOT with training. He has already produced detailed instructions on preparing

reports from Primavera in spreadsheet form and since training is already part of the contract, there is no additional cost to overcome this obstacle. Educating the PMs on Primavera's value is critical to successful data collection. The PM's routinely meet for a PM Roundtable and this is good format explain that using Primavera man-hours data potentially can provide more accurate estimates which in turn puts them in a better negotiating position, and also decreases contract negotiation time.

Two changes to the invoice process will assist in data collection. Currently each RPG is producing different paperwork to accompany the invoices. Using standardized forms in fillable PDF format will ensure all the appropriate information can be viewed quickly. An example of a standardized form is shown in Appendix 4. Currently, not all consultants submit a budget tracking spreadsheet with each invoice. For those consultants that do produce a budget tracking spreadsheet, task reallocation is not being captured and each consultant utilizes a different format. Task reallocation, both man-hours and monetary, needs to be incorporated into a budget tracking spreadsheet and submitted with each invoice. To guarantee the spreadsheet is submitted, the scope of services task for invoicing should be revised and included as deliverable. This revised language can be included in scope of services by spring 2020 and will not cost the agency to carry out. While the consultant will be free to format the budget tracking spreadsheet in the manner best for their firm, SCDOT will dictate the information that must be included (see example in Appendix 4).

The Professional Contracts tab in P2S is a newer addition to P2S and due to lack of past data all contract information is not populated. However, the information that will be captured in the future provides valuable total contract data. Currently the Professional Contracts tab is set up to

show the man-hours and monetary budget broken down by prime consultant and sub-consultant. However only the monetary budget invoiced to date is recorded. Adding the man-hours invoiced to date allows the PMs to see total contract data and this data can be used as a resource for planning level estimates. The budget tracking spreadsheet will provide this information so it can easily be input by the Professional Services office. PMG Software Professionals is the developer of P2S and is currently under contract with SCDOT to perform maintenance and additional work as needed. Currently there are other revisions SCDOT wants to make to P2S and the revisions to the Professional Services tab will be part of those negotiations.

Evaluation Method

Reports from Primavera and examination of consultant invoices will enable SCDOT to appraise the success of re-training and process improvements. Some consultants bill quarterly, therefore waiting until the end of the third quarter 2020 will allow time for consultant implementation and SCDOT to compile actual man-hour expended data by task for bridge replacement projects. By the end of the first quarter 2021 the comparison of previously negotiated man-hours vs. actual man-hours expended will be complete.

In summer 2023 SCDOT will evaluate the Primavera template revisions approved in the research project's final report. This will allow time for full implementation and use of the revised templates by multiple projects prior to data collection. In addition, the evaluation of the P2S revisions will be made one year after the modifications to the Professional Contracts tab are

complete. This will allow time for new contracts to implement the revised templates, consultant invoices in SCEIS to be reviewed and Primavera reports and P2S data to be examined.

Since many of the action items include processes that affect consultants, SCDOT will coordinate these efforts through the American Council of Engineering Companies of South Carolina (ACEC-SC) via the Professional Services subcommittee. The subcommittee will be the forum to elicit feedback, concerns and questions from the consultant community.

Summary and Recommendations

Preparing accurate estimates is vital to meeting the goals and objectives in SCDOT's Strategic Plan. Man-hours are the critical item that drive accurate estimates, so it is imperative the PMs use the best available information as their primary resource. Currently SCDOT does not have the data to determine if the current resource being utilized by the PMs is the most accurate. By implementing process improvements and training the actual man-hours expended, data will be captured. After this data is collected and compared to the previously negotiated man-hours for similar types of projects, SCDOT will know which resource PMs should use when preparing estimates.

After implementation of these strategies for consultant projects, SCDOT can explore how Primavera can best be used for in-house design projects. This will allow SCDOT to compare how actual man-hours expended differ between in-house design and consultant projects, as well as assist in developing in-house project schedules. Understanding this information will continue to assist SCDOT in meeting the goals and objectives of the agency.

Appendix 1

Rebuilding Our Roads

Strategic Plan 2018-2020

ROAD
WORK
AHEAD

THE FIVE GOALS FOR SCDOT'S 2018-2020 STRATEGIC PLAN ARE:

GOAL 1:

Improve safety programs and outcomes in our high-risk areas.

GOAL 2:

Maintain and preserve our existing transportation infrastructure.

GOAL 3:

Improve SCDOT program delivery to increase the efficiency and reliability of our road and bridge network.

GOAL 4:

Provide a safe and productive work environment for SCDOT employees.

GOAL 5:

Earn public trust through transparency, improved communications and audit compliance



South Carolina Department of Transportation

Executive Summary

The South Carolina Department of Transportation (SCDOT) leadership team has developed an agency-wide Strategic Plan to reflect the Department's current priorities, align the entire organization towards these priorities and instill accountability on achieving mission-critical goals. This Strategic Plan was built considering the Governor's vision for South Carolina's infrastructure which is to build a world-class and safe public infrastructure to enhance the quality of life of our citizens and to promote the state in global competitiveness as a location for business, investment, talent, innovation and visitors. Additionally, the Strategic Plan was presented to and discussed with the governing body for the agency in order to ensure that the goals identified are consistent with the policy desires of the SCDOT Commission.

SCDOT is now positioned to be able to make dramatic improvements in the condition and performance of the existing road and bridge network over the next ten years. The 2017 legislative session included a recurring, sustainable funding increase for SCDOT to deploy towards reconstructing our existing infrastructure system. The "Fix-It First" approach for utilization of the new funds will begin the long term process of beginning to bring the system back into a state of good repair. The SCDOT team must ensure that these funds are put to good use and a sound return on the investment is provided to our citizens. Therefore, it is important now more than ever, that SCDOT have a solid Strategic Plan that provides a roadmap for the agency to follow that establishes goals and actions necessary to be successful. This Strategic Plan supports SCDOT's vision to rebuild our transportation system over the next decade in order to provide adequate, safe and efficient transportation services for the movement of people and goods in the Palmetto state.

Strategies, objectives, targets and measures have been identified for each of these overarching goals in order to help guide, align, assess and adjust our activities as we begin our long journey of rebuilding our state's infrastructure. Alignment sessions on the Strategic Plan will be held across the various units within the agency in order to inform and educate our team about the Strategic Plan as well as how each unit fits into achieving our shared goals. Progress will be reported annually and the overall plan will be reviewed by the leadership team every two years in order to determine if changes are needed to the goals, strategies, objectives, targets or measures.



Introduction

The leadership team has prepared this Strategic Plan to serve as our roadmap for success. This Strategic Plan has been carefully crafted to clearly articulate our highest priorities, mesh with our desire to continue our migration towards performance-based management, seed our Transportation Asset Management Plan, formulate our budget policies and establish SMART (specific, measurable, achievable, realistic, and time-bound) objectives. Through regular assessment of these measures and associated trend lines, the leadership team will be able to determine if resource allocation or other adjustments are needed in order to achieve the overall goals and hold ourselves accountable to the taxpayers of South Carolina.

When considering which goals should be included in the 2018-2020 Strategic Plan, the leadership team first assessed the existing condition and performance of South Carolina's infrastructure system as well as SCDOT internal operational items that the Secretary of Transportation had previously targeted for improvement such as:

- **Effectively Communicate the Condition and Performance of the Existing System**
- **Succession Planning**
- **Establish a culture of good customer service**
- **Deliver projects on-time and on-budget**
- **Make DOT a good place to work**



Key System Performance and Condition Measures

Over the past several years, South Carolina has unfortunately seen an increase in traffic fatalities as shown on the below chart. Of particular note is South Carolina's deadliest ranking as having the highest fatality rate in the Nation for our roads outside of the urban areas.

While SCDOT has traditionally embraced a programmatic approach to safety, through the incorporation of basic safety features into existing projects, the establishment of an intersection improvement program and select safety improvements along our interstates, it is clear that an increased emphasis has to be placed on highway safety as part of the agency's annual programs. SCDOT has the best opportunity to influence a better outcome for roadway safety through a data-driven analysis and strategically-developed safety programs using engineering-based solutions. The development

and implementation of a strategic Rural Road Safety Program to supplement our existing safety programs is imperative to address the portion of our network that is comprised of the deadliest roads in the state.

The condition of South Carolina's existing pavements and bridges is also deficient and has been identified as a major concern by drivers on South Carolina roads. It is important for the lead transportation agency in the state to establish that one of its top goals is to invest in the existing pavements of a seriously decayed road network. Additionally, since the SCDOT is responsible for owning, operating and maintaining the fourth-largest state highway system in the nation, the agency must prioritize the funding levels for the various functional classifications of the roads in order to drive better system condition and performance for the motoring public.

Chart 1: Traffic Fatalities in South Carolina

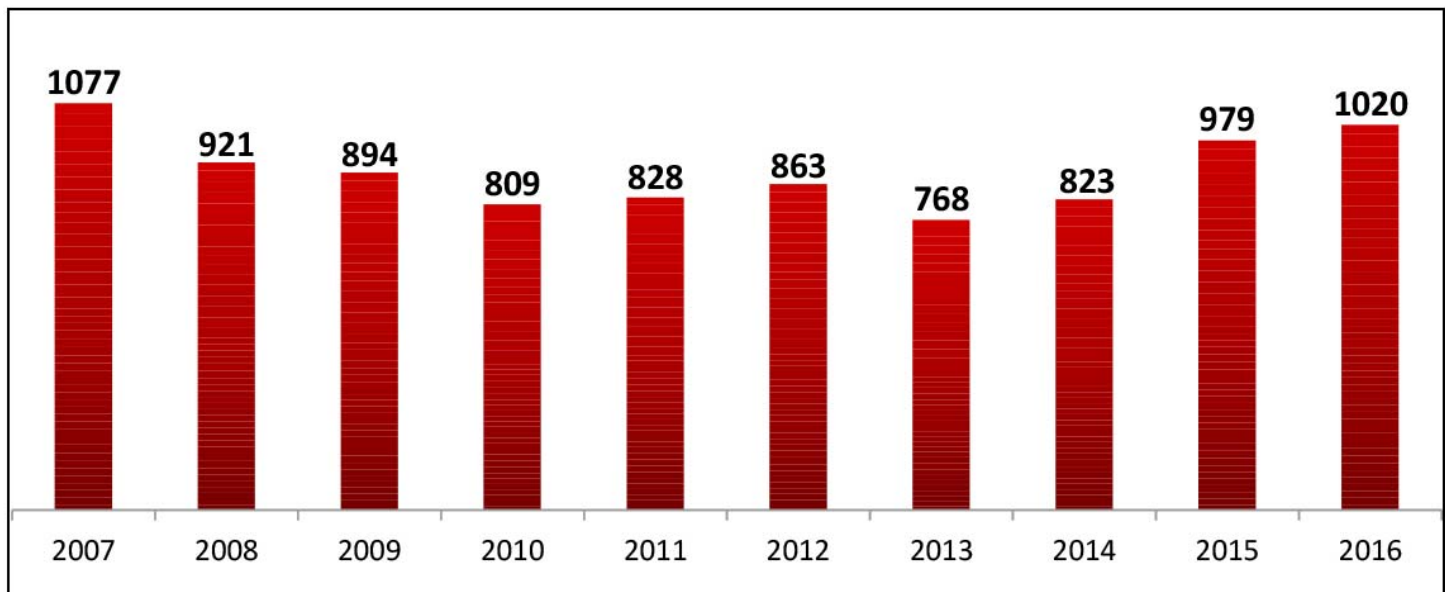


Chart 2: 2016 Statistics of the State Highway System in South Carolina

Roadway Functional Class	Centerline Miles	Lane Miles	% of Traffic Carried Daily	% Good Pavements
Interstate	851	3,819	31%	65%
Primary	9,465	23,994	46%	23%
Federal-Aid Eligible Secondaries	10,409	21,423	17%	19%
Non Federal-Aid Eligible Secondaries	20,633	41,369	6%	15%
	41,358	90,605		

As evidenced in the 2016 statistics, nearly half of all travel in South Carolina daily occurs on the Primary System (US and SC shielded routes). These 9,465 miles of highway in South Carolina represent our major roads into and out of our urban areas and they connect our rural communities together. They include major east-west and north-south corridors crossing our state, such as US 301 and SC 72, and as such are key to the movement of people and freight that drive our economy. Yet, this particular network has decayed to where more than half of the pavements on this heavily travelled network are considered to be in “Poor” condition as depicted in the chart on the right.

Optimizing SCDOT’s investments in pavements under a fix-it-first approach to target this critical network is essential to returning our road system to a state of good repair and meeting the public’s expectation that the paving funds are utilized in a manner to deliver the best possible outcomes for the state system.

The SCDOT Commission and leadership team have also decided to focus our bridge replacement program to target our structurally deficient bridges that impact our state’s economy and daily lives of our citizens. A statewide map of all of the structurally deficient bridges across the state is depicted below.

Another key component to keeping our state’s economy moving is addressing the pinch points that most significantly affect the movement of freight and goods across the state. SCDOT’s current multimodal plan identified the key freight bottlenecks in the state as shown in the map below. These freight bottlenecks are primarily associated with interstate-to-interstate connection points in the urban areas of the state and align with SCDOT’s highest priority interstate widening projects. South Carolina’s continued economic growth will be aided by the timely completion of the priority interstate-to-interstate interchange improvement projects.

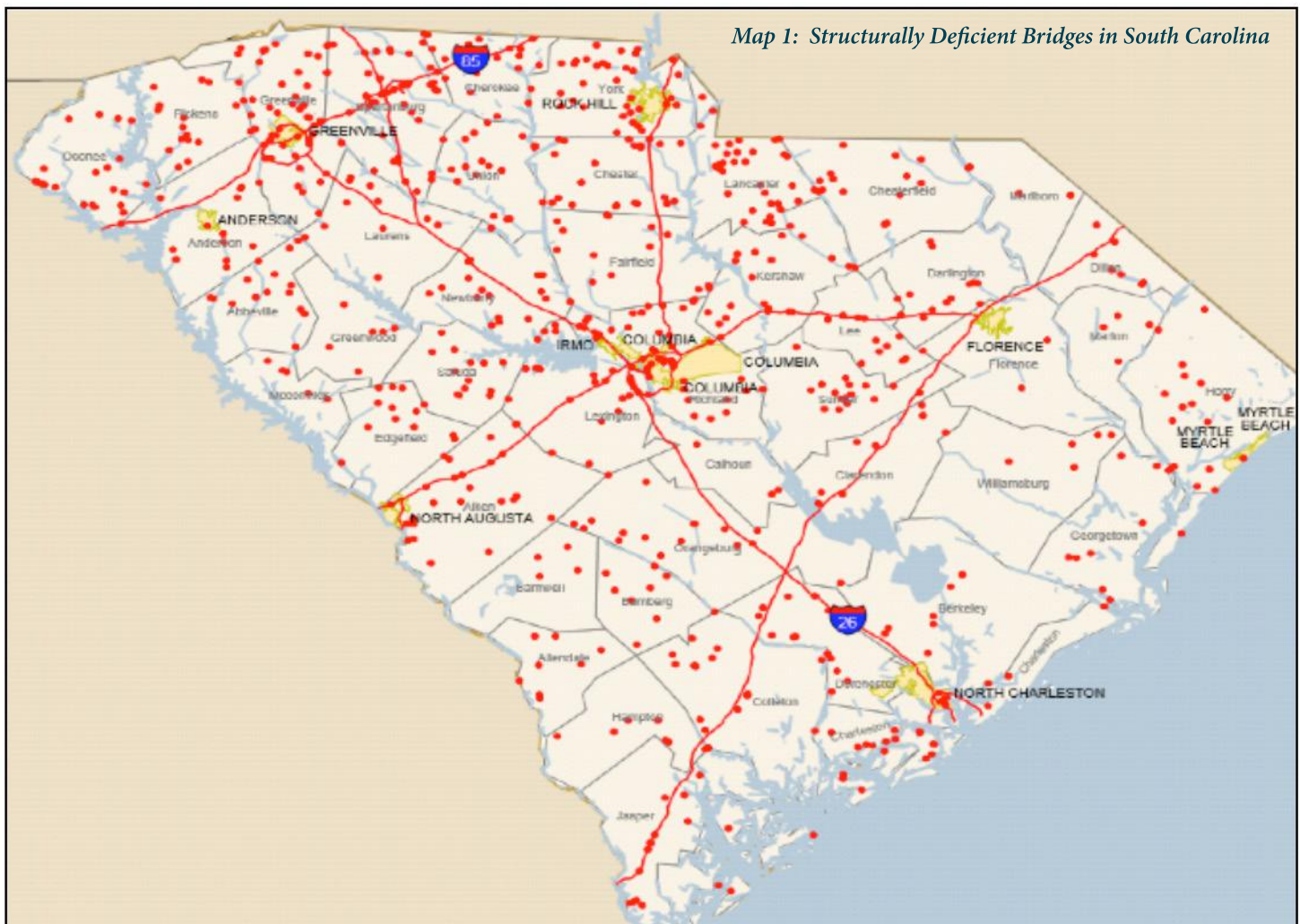
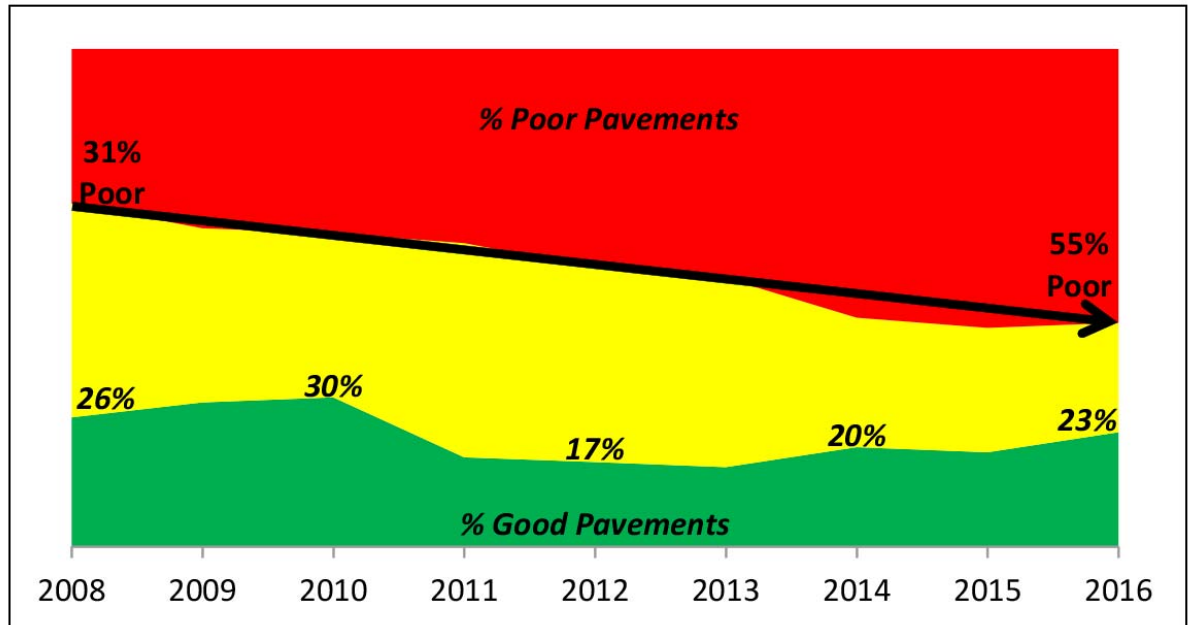
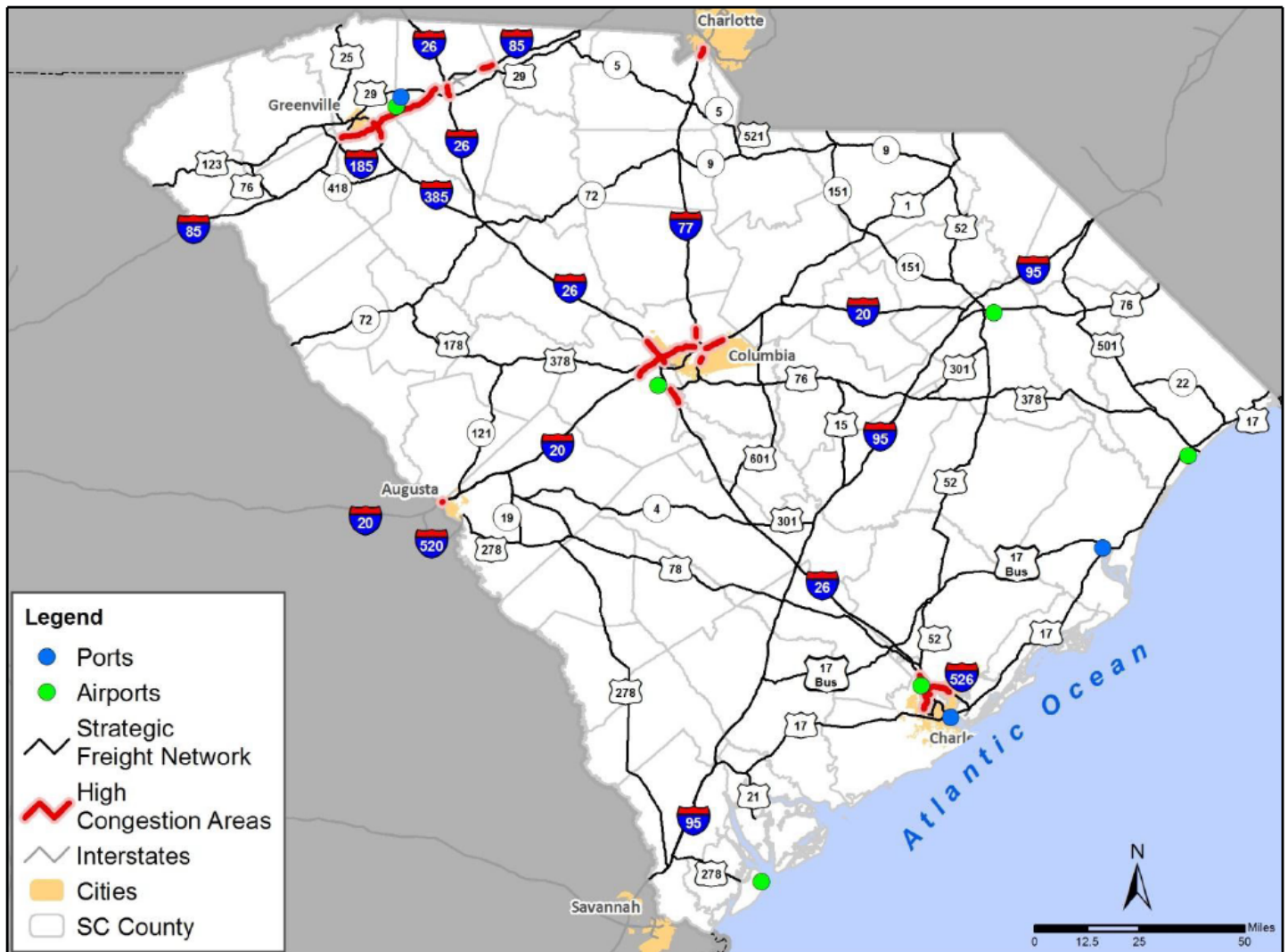


Chart 3: Decay of the Primary System Pavements in South Carolina



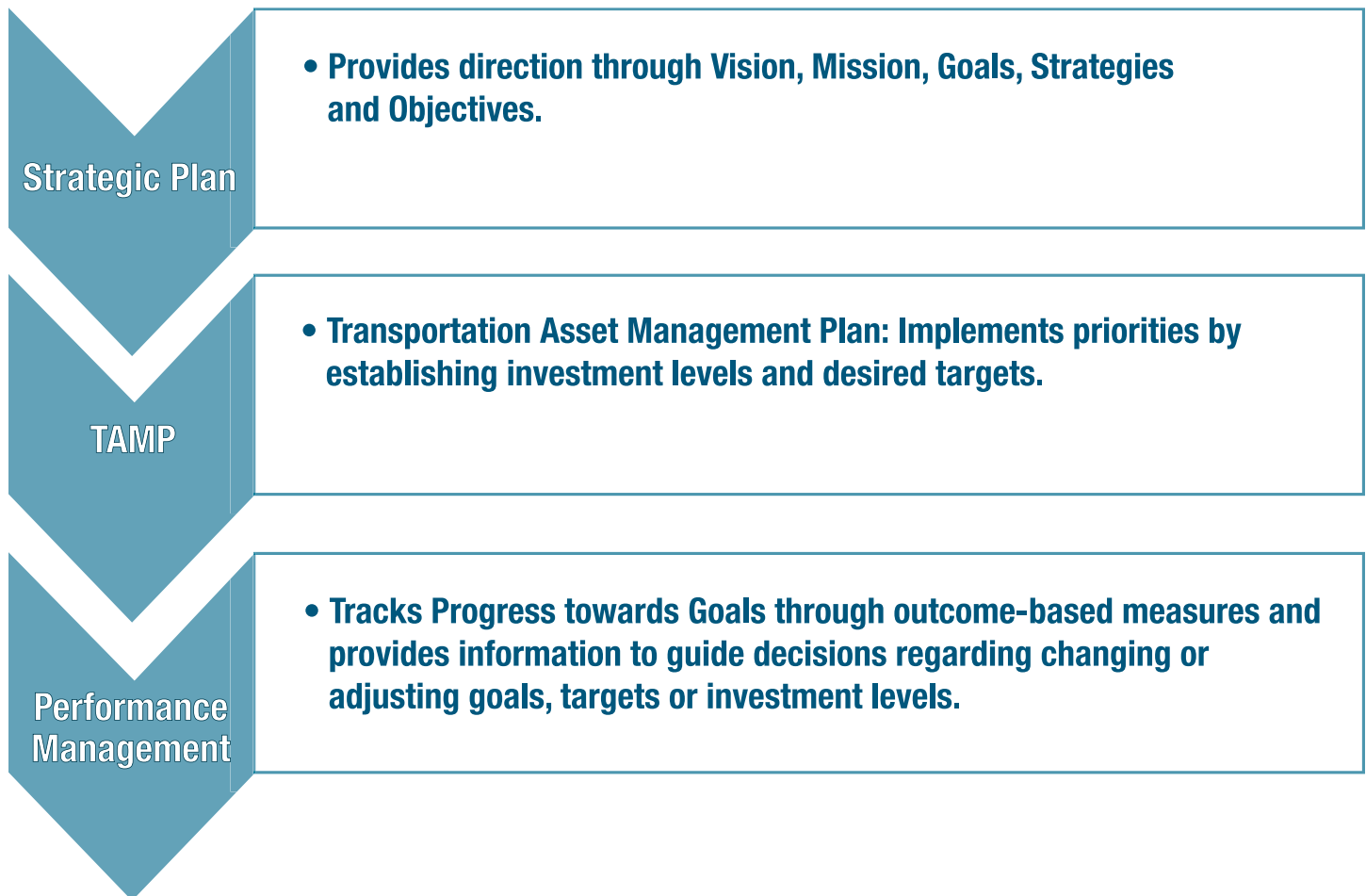
Map 2: Freight Bottlenecks in South Carolina



Our Strategic Plan: A guide to help us Rebuild our Roads

Our task over the next 10 years and beyond is to repair and rebuild our transportation network to ensure that our citizens and businesses can travel on a safe and reliable system. This is a core function of government and SCDOT is entrusted with the responsibility to effectively and efficiently utilize tax payer funds to turn the status of the state-owned transportation network around. We

will accomplish this mission by establishing an overarching Strategic Plan to guide our initiatives, a Transportation Asset Management Plan to articulate our targets and embrace performance management principles that will enable us to determine how we are doing in achieving our goals. We will also utilize risk management strategies to help us identify and mitigate potential obstacles to achieving success.



OUR MISSION: SCDOT connects communities and drives our economy through the systematic planning, construction, maintenance and operation of the state highway system and the statewide intermodal transportation and freight system.

OUR VISION: It is SCDOT's vision to rebuild our transportation system over the next decade in order to provide adequate, safe and efficient transportation services for the movement of people and goods in the Palmetto state.

OUR VALUES: The SCDOT team recognizes the importance of all SCDOT divisions, units, and offices functioning as one team – One SCDOT. Our team not only serves our citizens and businesses to accomplish the mission and achieve the vision, it also exemplifies the qualities and holds the values that make us one of the top DOT's in the nation.



OUR CORE VALUES ARE:
*Team
Excellence
Accountability
Make a Difference*

Strategic Plan 2018 – 2020

Goal 1: Improve safety programs and outcomes in our high-risk areas.

Strategy:	Continue implementation of Highway Safety Plan.
Objective:	Reduce fatalities by 6% by end of calendar year 2020.
Division Responsible:	Traffic Engineering
Measure:	Number of fatalities in the calendar year.
Target:	Decrease by 2% as compared to previous calendar year.
Strategy:	Develop and implement a data-driven, rural road safety program.
Objective:	Reduce fatalities on roads in our rural areas.
Division Responsible:	Traffic Engineering.
Measure:	Miles of Rural Roads treated annually.
Target:	300 miles of rural roads treated by close of calendar year 2020.

Goal 2: Maintain and preserve our existing transportation infrastructure.

Strategy:	Improve SCDOT's reliability on resolving reported maintenance issues.
Objective:	Increase responsiveness regarding customer service requests for routine maintenance items.
Division Responsible:	Maintenance.
Measure:	Annual average of percentage of routine maintenance work requests resolved within 30 days.
Target:	75% resolved within 30 days in each county, each state fiscal year.
Strategy:	Utilize the Transportation Asset Management Plan to drive outcomes on system and asset condition.
Objective:	Increase the % Good Pavements on the road network across the state.
Division Responsible:	Maintenance.
Measure:	Percentage of Pavements in Good Condition.
Target:	By June 30, 2020, increase the % Good Pavements on the Interstate System from 65% Good in 2016 towards a 92% Good target for year 2026.
Target:	By June 30, 2020, increase the % Good on the Major roads (Primary System) from 19% Good in 2016 towards a 53% Good target for year 2026.
Target:	By June 30, 2020, increase the % Good on the Farm-to-Market roads (FA Secondaries) from 19% Good in 2016 towards a 40% Good target for year 2026.
Target:	By June 30, 2020, increase the % Good on the Neighborhood streets (NFA Secondaries) in the State System from 13% Good in 2016 towards a 25% Good target for year 2026.
Objective:	Decrease the number of structurally deficient bridges across the state.
Division Responsible:	Maintenance and Preconstruction.
Measure:	Number of Load-Restricted bridges.
Target:	By June 30, 2020, decrease the number of load-restricted bridges on the State System from 348 towards a zero target for 2026.

Measure:	Number of Structurally Deficient Bridges on the National Highway System.
Target:	By June 30, 2020, decrease the number of structurally deficient bridges on the National Highway System from 70 towards a zero target for 2026.
Objective:	Improve the level of service of our day-to-day maintenance of the State System for key safety-related items.
Division Responsible:	Maintenance.
Measure:	Maintenance Assessment Program Scores for individual asset categories.
Target:	By June 30, 2020, the statewide percentage of deficient pavement markings will be reduced by 10%.
Target:	By June 30, 2020, the statewide percentage of unacceptable shoulders will be reduced by 10%.
Target:	By June 30, 2020, the statewide percentage of roadway with deficient brush management will be reduced by 10%.
Target:	By June 30, 2020, the statewide percentage of roadway with deficient limb height will be reduced by 10%.
Target:	By June 30, 2020, all counties statewide are conducting 4 mowing cycles annually for all route types.
Objective:	Decrease the number of mass transit vehicles in poor condition.
Division Responsible:	Intermodal & Freight Programs
Measure:	Number of SCDOT titled public transit vehicles operating past their useful life.
Target:	By June 30, 2020, decrease the percentage operating past their useful life from 47% in 2016 towards a 40% target.
Strategy:	Increase competition by growing the number of South Carolina contractors capable of bidding on road and bridge work.
Objective:	Enhance the network of small businesses that are ready, willing and able to assist the Agency in meeting its infrastructure goals.
Division Responsible:	Minority & Small Business Affairs.
Measure:	Number of certified Disadvantaged Business Enterprises (DBEs) and Small Business Enterprises (SBEs) that receive technical training, business development and management assistance through SCDOT.
Target:	From July 1, 2017 to June 30, 2020, annually serve a minimum of 125 DBE and SBE firms that align with the Agency's needs.

Goal 3: Improve SCDOT program delivery to increase the efficiency and reliability of our road and bridge network.

Strategy:	Target known congested areas.
Objective:	Improve the reliability of the movement of people and goods across the major portions of our road network.
Division Responsible:	Construction and Preconstruction.
Measure:	On-time delivery of critical interstate-to-interstate interchanges improvement projects.
Target:	By June 30, 2020, all lanes are fully open to traffic for the I85/I385 interchange improvement project in Greenville.
Target:	By December 31, 2019, award a design-build contract for the I26/I20/I126 interchange improvement project in Columbia.
Target:	By June 30, 2020, the design-build contract Request for Proposals is issued for the I26/I526 interchange improvement project in Charleston.
Division Responsible:	Traffic Engineering.
Measure:	Average time to clear travel lanes for traffic incidents along our Incident Management Zones.
Target:	20 minutes or less.

Strategy:	Increase SCDOT's reliability of delivering projects on-time and on-budget.
Objective:	Projects proceed on schedule and within budget in accordance with SCDOT's 10-year Program Delivery Plan.
Division Responsible:	Preconstruction.
Measure:	Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects.
Target:	From July 1, 2017 through June 30, 2020, 75% of ROW phase on schedule.
Target:	From July 1, 2017 through June 30, 2020, 80% of Construction phases on schedule.
Division Responsible:	Construction.
Measure:	Percent of projects completed on time and construction budget.
Target:	From July 1, 2017 through June 30, 2020, complete construction of 80% or more of all projects within contract time.
Target:	From July 1, 2017 through June 30, 2020, 90% of all projects are completed within budget.
Objective:	Expedite the environmental permitting process for road and bridge projects.
Division Responsible:	Environmental Management.
Measure:	Development and initiation of a watershed mitigation strategy.
Target:	Successful launch by June 30, 2018.
Target:	By June 30, 2020, secure mitigation availability within the four highest priority watersheds.

Goal 4: Provide a safe and productive work environment for SCDOT employees.

Strategy:	Promote workforce safety throughout the state.
Objective:	Increase the public's awareness of highway worker safety in our work zones.
Division Responsible:	Communications.
Measure:	Number of "Let 'Em Work, Let 'Em Live" messages transmitted to the public.
Target:	Beginning July 1, 2017, issue at least 100 messages each state fiscal year.
Objective:	Establish programs to provide unit and individual safety awards and incentives.
Division Responsible:	Safety Office.
Measure:	Number of SCDOT fatalities in our workzones.
Target:	Zero each state fiscal year.
Measure:	Number of reportable workplace injuries at SCDOT.
Target:	Beginning July 1, 2018, achieve a 5 percent annual reduction over the previous 5-year rolling average.
Strategy:	Reinforce a culture of excellent customer service at SCDOT.
Objective:	Launch updated Customer Service Training.
Division Responsible:	Human Resources.
Measure:	Number of SCDOT Team members that have received updated Customer Service Training.
Target:	100% of workforce has received training by July 1, 2019.
Objective:	Increase responsiveness.
Division Responsible:	Call Center.
Measure:	Percentage of customer inquiries responded to within 2 business days.
Target:	From July 1, 2017 through June 30, 2020, 95% of customer inquiries to call center are acknowledged by the responsible unit within 2 business days.
Division Responsible:	Maintenance.
Measure:	Number of days to decision for commercial development permits following complete package submittals.
Target:	90% processed within 30 calendar days, each state fiscal year between July 1, 2017 and June 30, 2020.

Strategy:	Plan for an evolving workforce.
Objective:	Prepare for an anticipated loss of workforce experience and expertise due to TERI program completion and other retirements.
Division Responsible:	Human Resources.
Measure:	Development and implementation of Succession Management planning.
Target:	Prior to January 1, 2018, 100% of our Divisions have developed and are utilizing a Succession Management plan.
Division Responsible:	Maintenance
Measure:	National Bridge Inspection Standards certified inspectors are readily available to assist in the inspection and monitoring of our bridges.
Target:	Prior to January 1, 2018, an outsourcing bridge inspection contract is in place to assist our staff.
Objective:	Train and develop a strong bench of future leaders through participation in leadership programs.
Division Responsible:	Human Resources.
Measure:	Number of graduates of the LEAD, CPM and AASHTO leadership development programs.
Target:	From July 1, 2017 through June 30, 2020, add 60 leadership program graduates to our ranks.
Objective:	Continue and enhance efforts to promote a more diverse and inclusive workforce.
Division Responsible:	Minority & Small Business and Human Resources.
Measure:	Number of employees that participate in Affirmative Action Overview training, including requirement for a 3-year refresher.
Target:	By July 1, 2019, 100% of SCDOT workforce will have received training.
Measure:	Development and implementation of an Affirmative Action training component for newly hired managers and supervisors.
Target:	By January 2018, the new component has been incorporated into the Human Resources Fundamental course.

Goal 5: Earn public trust through transparency, improved communications and audit compliance.

Strategy:	Utilize multiple ways to facilitate interactive communication about SCDOT.
Objective:	Simplify the website to create a more user-friendly interface.
Division Responsible:	Information Technology and Communications.
Measure:	Revamping the website to focus on the core areas.
Target:	By January 1, 2018, the website has been simplified to no more than 6 main buttons.
Objective:	Launch Speaker's Bureau to provide forums for agency personnel to provide updates directly to the public and our industry partners.
Division Responsible:	Communications.
Measure:	Number of public speaking engagements.
Target:	Between July 1, 2017 and June 30, 2018, SCDOT staff to engage in at least 100 speaking engagements.
Strategy:	Re-tool our existing reports to make them easier to understand.
Objective:	Simplify public reporting on the use of taxpayer dollars.
Division Responsible:	Finance.
Measure:	Statewide, District and County reports are published monthly on the webpage.
Target:	By January 1, 2018, the financial reports have been updated and are published monthly on the webpage.
Objective:	Develop an effective method for communicating how projects are prioritized.
Division Responsible:	Communications and Planning.
Measure:	A simpler description of the process has been published on the webpage.
Target:	By January 1, 2018, a simpler description of the process has been published on the webpage.

Strategy:	Provide continuous assurance of audit compliance.
Objective:	Institute a process for providing verification that corrective actions implemented as a result of an audit are continuous.
Division Responsible:	Internal Audit Services.
Measure:	Creation of a repository with regular updates, including verified management action plans.
Target:	By January 1, 2018, a repository has been created and regular verification procedures established for assurance to responsible SCDOT leadership.

Developing Action Plans in support of the Strategic Plan

The most important part of a Strategic Plan is the execution phase. Without proper alignment of the entire organization to these most important goals and regular assessment of progress towards achieving these goals, the Strategic Plan is of little value to the agency. Therefore, SCDOT will hold internal overview sessions for each unit to discuss the Strategic Plan and how their individual unit can contribute towards the goals. As part of aligning our activities for these most important items, each unit will be asked to develop action plans to identify specific activities that are within the control of that unit and will provide the best opportunity to influence progress on the agency's overall goal(s). Regular assessments will be held by SCDOT managers and the leadership team to determine if adjustments are recommended in the target or resource allocation or if there is a common obstacle to success across multiple units.

Below is the process that has been outlined for the SCDOT Team by the Secretary of Transportation:

First Action Plans are Due October 1, 2017

1. Each organizational unit that is provided an annual budget should review the strategic plan to determine how their unit fits into achieving the agency's overall 5 goals. This review should be conducted with your key team members that assist you in leading your unit.
2. After reviewing the strategic plan, each unit leader should identify 3-5 of the targets within the overall strategic plan that their unit has a great deal of influence over. In other words, what are the items that your team can definitely help us move the needle on? Within your 3-5 items, you must include 1 relating to Goal 4 (Providing a safe and productive work environment). Again, you are encouraged to include your key team

members in this discussion as they will be instrumental in helping your unit successfully contribute to our overall mission.

Next, prepare your action plan relating to those 3-5 items. Again, it is meant to be the 3-5 items that your unit has control over and through your actions as a team help us move the needle in the right direction in order to hit our targets as a whole and achieve our overall goal. It is not meant to be all inclusive....strictly the items that your unit has the greatest influence over.

3. Track progress within your action plan by quarterly reviewing with your next-level-up supervisor on how you are progressing, share your success stories and discuss any hurdles that you are encountering that are preventing your unit from meeting the items identified in your Action Plan. As part of your review, check the relevant Strategic Plan dashboard item that relates to your action plan item. Care should be taken to look at trend lines and the direction of the trend line versus a single data-point from a particular quarter. Discuss with your supervisor any adjustments or modifications to your action plans that are needed based on recent accomplishments or changed conditions. Once you check something off of your action plan as complete, pick another item to add back into an updated action plan. Your action plan should always be 3-5 items that are high on your to-do list that align to our overall strategic goals.
4. The Directors should hold meetings every 6 months with their respective units and the BFFs (Strategic Planning Leaders Rob Manning & Susan Johnson plus Mark LaBruyere with Internal Audits) to review the action plans, identify obstacles in the way of success in achieving the action plans, identify potential

Your action plan should be in the following format:

Division:		Section:		Unit:		
Goal:						
Strategy:						
Action Steps/Tasks	Resources Assigned	Responsible person	Timelines	Challenges/Hurdles	Possible Solution(s) to the Challenge/Hurdle	Date Completed
Identify what steps or actions are needed by your unit for those 3-5 items. List each item separately.	List resources assigned to accomplishing the items.	Identify a Champion for each item.	Clearly define the timelines you are setting to accomplish the action step/task.	List any challenges/hurdles you think you may encounter that may affect your ability to accomplish the items.	What are some ways to solve the challenges?	
Example at the DEA level: <i>Identify at least 1 potential candidate for the LEAD leadership program from within our district.</i>	<i>DEA and District leadership team to identify candidate(s).</i>	<i>DCE Smith & DME Lee each to identify 1 from their respective areas for DEAs consideration in addition to DEAs review of District Office staff.</i>	<i>Candidate pool identified for DEAs consideration by May 1.</i>	<i>Matching potential candidates up with needs for succession planning.</i> <i>Allowing time for employees to be away from their work stations.</i>	<i>Make it a priority for the long-term success of the District.</i> <i>Institute a cross-training program within the District to continue to groom a bench of candidates.</i>	
Example at RME level: <i>US 29 in my county is identified as one of the deadly roads in the Rural Road Safety Program. The brush may be blocking sight lines and the shoulders may be too high.</i>	<i>2412 and 2424 crews</i>	<i>RMF Hall</i>	<i>By Thanksgiving 2017, have the limbing and shoulder clipping done.</i>	<i>Our Athey loader is in the shop.</i>	<i>Work with a neighboring RME to borrow their loader and/or ask them to provide an operator.</i>	

solutions to addressing those obstacles and share success stories. Again, as part of the review, check the relevant Strategic Plan dashboard item that relates to the action plan items. Care should be taken to look at trend lines and the direction of the trend line versus a single data-point from a particular quarter. The Directors should discuss with the units any adjustments or modifications to the action plans that are needed based on recent accomplishments or changed conditions. The BFFs should provide information flow, including possible solutions, up to the Division Directors and Division Heads regarding the unit's un-mitigated risks to achieving success.

- Each Division should hold meetings every 6 months to review the progress of the Directors in achieving their action plans, discuss obstacles and possible solutions, share success stories and note any adjustments or changes to the action plans that may be needed in order to provide the greatest influence on a particular targeted item. The BFFs should be included in this meeting. Again, as part of the review, check the relevant Strategic Plan dashboard item that relates to the action plan items. Care should be taken to look at trend lines and the direction of the trend line versus a single data-point

from a particular quarter. The Division Head should discuss with the units any adjustments or modifications to the action plans that are needed based on recent accomplishments or changed conditions. The BFFs should provide information flow, including possible solutions, up to the Direct Reports of the Secretary of Transportation regarding the unit's un-mitigated risks to achieving success. The Direct Reports of the Secretary and the BFFs should schedule a subsequent meeting with the Secretary to discuss any mission-critical risks that may impact our ability to be successful on achieving our strategic goals.

- The Division Heads and Direct Reports should review annually with the Secretary progress made in achieving the strategic goals, remaining obstacles in achieving success, analyze solutions relative to those obstacles, share success stories and discuss whether any adjustments to the strategic plan are needed. The annual review should also include an analysis of the remaining highest risks identified across the entire agency and a determination made on how to mitigate those risks. The BFFs should organize and lead the annual review process. The results of the annual review should be communicated throughout the agency.

Appendix 2

Original List of Bridge Replacement Projects

Project ID	Project Name	Project Consultant	Program Manager	Type of Contract	Solicitation	Contract ID	Con Mod
0032045RD01	S-20 over Bear Creek (2)	Triplett King & Associates	Amado, Bener				
0039107RD01	US 301 over Little Pee Dee River	Mead & Hunt	Amado, Bener	Project Specific	S-85-10	1465	
0039508RD01	S-20 over Little Lynchies River Overflow (2)	Campco Engineering	Amado, Bener				
P028329	US 1 at S.C.L. RR (No. 3)	CECS	Amado, Bener	Project Specific	S-157-15	1797	
0034067X	S-12 Con over Jefferies Creek	KCI Technologies Inc.	Dix, Brian				
0036261BR01	US 401 over Jefferies Creek, Lake Swamp, High Hill Creek	Mead & Hunt	Dix, Brian	Project Specific	S-136-14	1710	
P028335	US 1 over Black Creek and Little Alligator Creek (Adjacent Culvert)	STV/Ralph Whitehead Associates	Dix, Brian	Project Specific	S-158-15	1796	
				Con-Mod 1	S-158-15	1796-M01	
P028336	US 52 Bus over Swift Creek	Mead & Hunt	Dix, Brian			1759	
P028337	S-39 over Little Fork Creek	Parrish & Partners	Dix, Brian	On-call Bridge Design Services	S-120-14	1735	
P030489	US 1 over SCL Railroad	Mead & Hunt	Dix, Brian	On-call Bridge Design Services	S-120-14	1908	CM 2
P032336	S-764 (Three Cs Road) Bridge Replacement over Hanging Rock Creek	Infrastructure Consulting & Engineering (ICE)	Edwards, Tony	Project Specific	S-242-19	20	
P032337	S-43 (Bellfield Road) Bridge Replacement over Sawney's Creek	Parrish & Partners	Edwards, Tony	Project Specific	S-242-19		
0038090RD01	S-31 NB/SB Norfolk Southern RR Bridge Replacements	Davis & Floyd	Humphries, Adam	On-Call GES		1407	CM 3
0039096RD01	US 278 over Three Runs Creek	Davis & Floyd	Humphries, Adam	Project Specific	S-87-10	1464	
						1619	CM 1
						1789	CM 2
0041252BR01	Pedestrian Walkway @ SCSU	STV/Ralph Whitehead Associates	Humphries, Adam				
P026870	US 1 over South Edisto River	Michael Baker Corporation	Humphries, Adam	Project Specific	S-160-15	1841	
P027021	S-15 over Withers Swash	STV/Ralph Whitehead Associates	Johnson, Stacey	Project Specific	S-135-14	1712	
P028308	US 17 Alt over Sampit River	KCI Technologies Inc.	Johnson, Stacey	On-Call?		1740	
P028309	US 701 over Six Mile Creek	ICA	Johnson, Stacey	On-Call?		1760	
P028362	US 17 over US 17 Bus	CDM Smith	Johnson, Stacey	On-Call		1791	
0034019RD01	SC 9 over Broad River, Broad River Canal, S-46 and S-31	Mead & Hunt	Mattox, Berry			1345	Basic
				Project Specific	S-55-08	1577	CM 1
				On-Call GES	S-55-08	1675	CM 2
				Project Specific	S-55-08	1903	CM 3
0038510RD01	SC 97 over Rocky Creek	Kimley-Horn & Associates	Mattox, Berry				
0038511RD01	SC 72 over Fishing Creek	URS Corporation	Mattox, Berry				
0039042RD01	SC 34 over Little River		Mattox, Berry	Project Specific	S-92.11	1499	
0039108RD01	S-50 over Manchester Creek	HDR	Mattox, Berry				
0039110RD01	S-101 over Wildcat Creek	AECOM	Mattox, Berry				
0040440RD01	US 1 over S.C.L. Railroad	T.Y. Lin International Group	Mattox, Berry	Project Specific	S-92-11	1514	BA
					S-92-11	1587	CM 1
					S-92-11	1934	CM 2
0040554RD01	SC 72 over Sandy River	Mulkey Engineers & Consultants	Mattox, Berry	Project Specific	S-89-10	1474	BA
040558ARD01	S-81 over Tools Fork Creek	Mulkey Engineers & Consultants	Mattox, Berry	Project Specific	S-89-10	1474	BA
040558BRD02	SC 5 over Tools Fork Creek	Mulkey Engineers & Consultants	Mattox, Berry	Project Specific	S-89-10	1474	BA
P026822	US 321 over Allison Creek	Kimley-Horn & Associates	Mattox, Berry	Project Specific	S-128-14	1711	BA
P026824	S-654 over Burgis Creek	Kimley-Horn & Associates	Mattox, Berry	Project Specific	S-128-14	1711	BA
0037730RD01	US 76 over Mill Creek (EBL & WBL)	Atkins North America	McIntyre, Joey	Project Specific	S-56-08	1430	BA
						1569	CM 1
						1646	CM 2
0039652RD01	US 378 over Horse & Hollow Creek	CDM Smith	McIntyre, Joey	Project Specific	S-92-11	1535	BA
						1771	CM 1

0040188RD01	S-83 over Buffalo Creek	AECOM	Phillips, Penny	Project Specific	S-83-10	1435	BA
						1568	CM 1
P027413	SC 85 over Southern R.R. and S-995	Parrish & Partners	Phillips, Penny	Project Specific	S-142-14	1726	BA
0033531RD01	US 25 over Log Creek	Michael Baker Corporation	Redfearn, Tyke	Project Specific	S-83-10	1453	BA
0035369RD01	US 378 over Little River	STV/Ralph Whitehead Associates	Redfearn, Tyke	Project Specific	S-83-10	1434	BA
						1586	CM 1
0040197RD01	S-98/S-22 over Enoree River	Weston & Sampson	Redfearn, Tyke	Project Specific	S-83-10	1580	BA
P027065	SC 823 over Little River	CECS	Redfearn, Tyke	Project Specific	S-139-14	1708	BA
					S-238-19	TO 2	TO
040476ARD02	SC 462 over Bees Creek	Chao & Associates	Winn, Craig	Project Specific	S-82-10	1418	BA
040476BRD02	SC 462 over Euhaw Creek	Chao & Associates	Winn, Craig				
Total Number of Projects						Total Number of Contracts	
							56
42							

List of Projects on Professional Service's Server

	Current view	Show/hide	
icon_aCompleted >			
	Amado - US 701 BR - File 02.2011	Barbee - Backgate - CM	Barbee - Carolina Bays Parkway - CM #3
	CRM - BMP Phase III ICA Amend. #1 to CM #2	CRM #1091 - Berlin Myers - F&H CM#2	Dix - Aynor Overpass CM#2
	Edwards - TV Rd - 02-07(4) - CM 1 - County	Elgin - I-73 Plans	Elrod - I85 I385 Interchange CM 2 with F&H
	Elrod - SC 153 Extension, Phase 2 CM#1	Gibson - I-20, 26, 126 Corridor Imprt Project	Gibson - SC34 and S36-90
	Gibson - US 76 West Bound Bridge CM 1	Holland - I-26 Rehab Old Dunbar Rd Bridge Rai...	Holland - SC 9 Br ov Broad River CM 3 - 1345
	Klauk - SC 9 Br ov Broad River CM 1 - 1345	Klauk - SC 9 Br ov Broad River CM 2 - 1345	Mattox - Mark Clark Xway Extension - CM #1
	Perry - Bridge Replacements with KCI Technol...	Price - Leaphart-Rainbow Bridges over I-26 CM...	Quattlebaum - 707 Widening 3 CMs
	Quattlebaum - SC 707 Widening CM #2 - Mulk...	Quattlebaum - SC707 Kimley Horn CM#5	Quattlebaum - US 17 Business Access Manage...
	Redfern - US701 Br Replacement (CN730)	Reynolds - I-20 & US 25 N Augusta Park & Rid...	Reynolds - I-85 Widening (MM 80 to MM 96) -
	Roof - S-81 - S. Cashua - Mulkey CM#3	Roof - South Cashua Drive (7-06-06)	S-04-07 - Car Bays Phase 3 - CM#4
	S-45-08 I-85. I-385 A1 to CM 2 ICA Eng	S-46-08 Batesville Road	S-56-08 US 76 Bridge Replacement over Mill Cr...
	S-69-08 - Bishopville Truck Route - CM #1	S-69-08 - Bishopville Truck Rt - Adden#1 to C...	S-69-08 CM2 Bishopville Truck Route (EIS)-Me...
	S-72-08 - SC 262 Leesburg Rd Wid - STV CM#1	S-72-08 SC 262 Widening and Intersection Imp...	S-73-09 SC 153 Extension CM 2-Elrod
	S-79-09 Camden Truck Route CM #4	S-79-09 Camden Truck Route CM #5	S-80-09 - S-41 Blackstock Rd CM1
	S-83-10 US 378 over Little River -CM#1	S-87-10 US 278 Bridge Replacement CM#1	S-92-11 - S-90 - HGB&D CM#2 (Basic #1499)
	S-92-11 US 1 Br over CSX RR CM #2-Mattox	S-100-11 Hitchcock Parkway - CECS	S-113-12 Roper Mtn
	S-130-14 US 21 Harbor River Bridge Replace	S-131-14 I-20, 26, 126 Corridor Improvement Pr...	S-136-14 - US 401 Br - M&H
	S-141-14 I-85 Widening (MM 80 to MM 96) - R...	S-142-14 - SC-85 Bridge Replacements	S-148-14 - I-85 @ SC Route 290
	S-170-16 I-85 Park & Ride	S-171-16 SC 555 Bridge Rpl ov. RR	S-180-16 US 21 over Congaree Creek CM#1 M...
	S-187-17 SC 412 Bridge Repl	S-204-17 5 Bridges on I-20 Aiken County-Jordan	S-206-17 Project 1 US 76 Bridge Replacement-...
	S-208-17 I-95 South over Bagshaw Swamp-Winn	S-209-17 Project 1 Sumter County Bridges-Stur...	S-209-17 Project 2 Kershaw County Bridge-Stur...
	S-221-18 US 1 over Shaw's Creek-Edwards	S-227-18 US 76 WB Bridge - D & F	S-228-18 US 17 Bridge - CECS
	S-230-18 US 176 - Neel Schaffer	Sawyer - SC 522 SC 9 CM 2	SC 707 Widening CM #2 - Mulkey
	Sears - S-90 Bridge over CSX & NS Railroads (4...	Sears - TYLIN - US 1 Br ov CSX RR Con Mod 1	Sears - USC Research Project for S-90 Bridge ov...
	Shephard - US 76 Widening - CM #3 Florence ...	Shephard - US378 SUE & UTC	Toler - S-160 Emerg Br Replace
	Vaughn - Reinhart - Industrial General Permit S...		
			Creed - Berlin Myers - CM2 \$1345 - Co Contrac...
			Dix-Glenns Bay ROW Exhibits
			Elrod - Salters Rd CM 1 for Contract 1380 - Tra...
			Gibson - US 1 Bridge Over CSX RR ID#54
			Kinard - Port Access Interchange
			Necker - SC 34 Brs - Contract 849 CM#1 - Tran
			Quattlebaum - Horry - Kimley Horn SC 707 C...
			Quattlebaum - US17 Median Consolidation
			Reynolds - I-85 Widening (MM 80 to MM 96) - ...
			S-45-08 I-85 385 Gateway-Elrod
			S-56-08 US 76 Bridge Replacement over Mill Cr...
			S-71-08 - Hardscrabble Rd Wid - LPA CM#1
			S-79-09 - Camden Tr Rte - HGB CM#3
			S-83-10 - S-83 Bridge Replacement over Buffal...
			S-92-11 US 378 ov Horse Cr & Hollow Cr -
			S-128-14 - US321& S-654 Brs - KH
			S-139-14 Replacement of SC 823 Bridge over Li...
			S-149-14 - I-85 Wid GreeSpart
			S-183-17 Country Club Road Corridor Project (...)
			S-206-17 Project 2 US 378 over Twelve Mile Cre...
			S-215-17 US 278 Improvements Moss Creek-Wi...
			S-229-18 SC160-I-77 Interchange-Mattox
			Scoville - Enoree River Bridge Replacement - C...
			Shealy - SC 5 S-81 & SC 72
			Toler - Sel 36 - S-75 Br ov US 29 - STV

Professional Contracts Tab in P2S

Search		General	Status	RoN	Consultants	Invoices	Modifications	Remarks
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Solicitation Information

Solicitation ID
Advertised Name
Description
Contract Type
Activity Type

On Call Category
+

Prime
Requestor
Initial Solicitation Estimate
Management Type

Projects Included

Project ID	Project Name	Location	Program Manager	PoDi	Phase	Federal %	Authorized Amount

[Delete](#)
[Add Projects](#)

General Information

*Negotiator
Reference Number
Target Completion Date
Contract Cancelled

DBE
DBE Goal
DBE Verified Invoice

Contract Value
Current Contract Amount
Invoiced to Date
Remaining Contract Value
☐ Hourly Rate Cap Excluded

*These fields are required

Save Changes

Discard Changes

Last Updated:

Modification of 0

Solicitation Information

Solicitation ID		Prime	
Advertised Name			Requestor
Description			
Contract Type		On Call Category	
Activity Type			Initial Solicitation Estimate
			Management Type

Negotiation Status

*Date Negotiations Initiated	
Date Internal Scope Received	
Date of Initial Scope Meeting with Consultant	
Date of Scope Approval	
# of Scoping Days to Date	0
Date of SCDOT Initial Estimate Received	
Date Consultant Initial Estimate Received	
Date of Initial Negotiation Meeting	
Date of Final Estimate Approval	
# of Estimating Days to Date	0
Date Contract Signed by Consultant	
Date of Final Package Submitted	
Date of Execution	
# of Approval Days to Date	0
# of Negotiation Days to Date	0

On-Call Contract Status

On-Call Project Begin Date	
On-Call Project End Date	

Contract Status & Closeout

Number of Invoices Received	###
Date of Last Invoice Received	mm/dd/yyyy
Date of Final Invoice	mm/dd/yyyy
Date of Final Consultant Evaluation	
Date Contract Closed	

*These fields are required

Save Changes

Discard Changes

Last Updated:

Modification of 0

X	Date	Type of Record	Attendees	DOT Estimate	Consultant Estimate	% Difference	Notes

[Delete](#) [Add New](#)

Save Changes

Discard Changes

[Open as PDF](#)

Modification of 0

Prime	Planned Man-hours	Planned Contract Amount	Total Invoiced to Date

X	Sub Consultants	Planned Man-hours	Planned Contract Amount	Total Invoiced to Date

[Delete](#) [Add New](#)

Sub Total

--	--	--

Total

--	--	--

Save Changes

Discard Changes

SearchGeneralStatusRoNConsultantsInvoicesModificationsRemarks

Modification0 of 0

*Invoice #	*Invoice Date	Final	DBE	Prime Amount	Sub Amount	Total Invoiced
------------	---------------	-------	-----	--------------	------------	----------------

Totals

[Delete](#) [Add New](#)

*These fields are required.

Save ChangesDiscard Changes

Solicitation Information

Solicitation ID

Advertised Name

Description

Contract Type

Activity Type

On Call Category

+

Prime

Requestor

Initial Solicitation Estimate

Management Type

Modifications

Modification #	Contract ID	Contract Status	Date Executed	Contract Amount	Invoiced to Date	Remaining Value
Grand Total Contract Amount						

South Carolina

July 22, 2019

Department of Transportation

FEIN #

Vendor #

Misc. Expenses for Vendor

Columbia

TO

Form 608

PAYMENT FOR INVOICE NO. 45 FOR PERIOD THROUGH 05/31/2019, FOR US 401 BRIDGE REPLACEMENTS OVER JEFFRIES CREEK, HIGH HILL CREEK, AND LAKE SWAMP, DARLINGTON COUNTY.

CONTRACT NO: 1710

PROJECT ID: 0036261

MAXIMUM CONTRACT AMOUNT: \$2,192,438.58

TOTAL INVOICED TO DATE: \$ 1,729,687.28
LESS PREVIOUS PAYMENT: \$ 1,728,853.92
PAYMENT DUE THIS INVOICE: \$ 833.36

78.9% of CONTRACT AMOUNT COMPLETE



REVIEWED FOR PAYMENT:

[Signature]
ASSISTANT PROGRAM MANAGER

7/22/19
DATE

[Signature]
PROGRAM MANAGER

7/24/19
DATE

30240

ACCOUNT DISTRIBUTION					
Cost Center	Fund	Functional Area	GLAccount	WBS	Amount
U120000C16	44909000	U120XB220_0073	5071210000	16BR16008B2.M240.2	\$833.36

2001 ✓

RECEIVED

JUL 30 2019

ACCOUNTING DIVISION
SCDOT



RECEIVED

JUL 29 2019

ACCOUNTING DIVISION
SCDOT

Letter of Transmittal

To: Brian Dix
SCDOT Headquarters | RPG2 Pee Dee
955 Park Street, Room 508
Columbia, SC 29201
803-737-1085

Date: June 26, 2019

Reference: US 401 Invoice – May 2019

Client Project/Ref. No.: 0036261

We are sending you the following items:

- ☒ **Attached** Transmitted via: ☒ USPS
- | | | | |
|---|--|---|--|
| <input type="checkbox"/> Contracts | <input type="checkbox"/> Shop Drawings | <input type="checkbox"/> Copy of Letter | <input checked="" type="checkbox"/> Other: Invoice |
| <input type="checkbox"/> Specifications | <input type="checkbox"/> Prints | <input type="checkbox"/> Reports | |
| <input type="checkbox"/> Plans | <input type="checkbox"/> Change Order | <input type="checkbox"/> Samples | |

Copies	Date	Item Description
1	6/26/2019	Monthly Status Report for May 2019
1	6/26/2019	Invoice Cover Summary for May 2019
1	6/14/2019	Invoice for May 2019
1	6/14/2019	Invoice Task Breakdown for May 2019
1	6/26/2019	E-Teams Report for May 2019

These are transmitted as checked below:

- | | | | |
|---|--|--|--|
| <input checked="" type="checkbox"/> For approval/review | <input type="checkbox"/> For signature | <input type="checkbox"/> Rejected | <input type="checkbox"/> No exceptions taken |
| <input type="checkbox"/> For your use | <input type="checkbox"/> As requested | <input type="checkbox"/> Comments attached | <input type="checkbox"/> Note markings |

Comments:

Brian,

Please find attached the invoice for US 401. Please let me know if you need any additional information. Thanks!

Copy to:

Signature:

US 401 Three Bridge Replacements Darlington County, SC

Project ID: 0036261

STATUS REPORT – PERIOD ENDING MAY 31, 2019

WORK DONE DURING THIS PERIOD:

Project management:

- Invoicing and shop drawings.

Surveys:

- No work this period.

Environmental:

- No work this period.

Roadway:

- No work this period.

Hydrology:

- No work this period.

Utility Coordination and SUE:

- No work this period.

Geotechnical:

- No work this period.

Bridge:

- Review of shop drawings and foundation information.

US 401 Bridge Replacement

Project ID: 0036261

Invoice Number [REDACTED]
Invoice Date 6/14/2019
P.O. Number [REDACTED]
Project No. [REDACTED]

Bill to:
Brian Dix
SCDOT
955 Park Street, Room 508
Columbia, SC 29202-0191

Invoice through: 5/31/2019

	Total Fee	Previous Billing	This Period	Total To Date
Salaries & Overhead @ 183.26%	\$ 1,360,369.59	\$ 951,310.51	\$ 756.64	\$ 952,067.15
Direct Non-Salary Charges		\$ 4,960.91	\$ 0.63	\$ 4,961.54
Fixed Fee (10%)		\$ 95,131.09	\$ 75.66	\$ 95,206.75
Cost of Capital (0.16%)		\$ 547.30	\$ 0.43	\$ 547.73
TOTAL COST PLUS FIXED FEE (M&H)		\$ 1,051,949.81	\$ 833.36	\$ 1,052,783.17
	\$ 495,763.02	\$ 397,205.95	\$ -	\$ 397,205.95
	\$ 258,958.04	\$ 206,012.36	\$ -	\$ 206,012.36
	\$ 61,610.58	\$ 61,610.58	\$ -	\$ 61,610.58
	\$ 15,737.35	\$ 12,075.22	\$ -	\$ 12,075.22
Subconsultant Total		\$ 676,904.11	\$ -	\$ 676,904.11
INVOICING TOTALS	\$ 2,192,438.58	\$ 1,728,853.92	\$ 833.36	\$ 1,729,687.28
TOTAL DUE THIS INVOICE			\$	833.36

Project: US 401 Three Bridge Replacements - Darlington County
Project ID: 0036261

	PM	Survey	Environmental	Bridge	Roadway	Hydro	Utility	Construction	Cultural Resources	SUE	Geotech -	Construction	Geotech -	Supp. Geotech -	Asbestos	Total per Invoice
Invoice 1	Apr-15	\$3,520.20	\$444.70	\$137.38	\$1,138.97		\$144.75		\$663.04							\$6,049.04
Invoice 2	May-15	\$2,091.55	\$254.11		\$1,803.41		\$1,857.09		\$6,484.76							\$20,790.90
Invoice 3	Jun-15	\$8,299.98	\$127.05		\$1,387.30	\$4,331.69										\$10,624.21
Invoice 4	Jul-15	\$855.85	\$4,338.05		\$271.80		\$289.47		\$2,164.30	\$52,006.64						\$65,115.94
Invoice 5	Aug-15	\$2,432.39		\$259.62		\$5,347.21			\$1,950.41							\$9,989.63
Invoice 6	Sep-15	\$3,531.98	\$2,652.80	\$8,039.15	\$913.07	\$6,922.94										\$17,373.74
Invoice 7	Oct-15	\$2,754.21	\$5,272.28	\$15,338.46	\$1,413.77	\$14,489.58										\$53,885.92
Invoice 8	Nov-15	\$2,227.74	\$1,918.33	\$4,450.08	\$1,541.14	\$3,477.34										\$15,301.89
Invoice 9	Dec-15	\$1,445.67	\$974.21	\$18,501.47	\$4,099.38	\$4,903.77										\$54,135.22
Invoice 10	Jan-16	\$3,935.67	\$2,987.94	\$6,900.78	\$6,360.85	\$10,479.78										\$30,845.12
Invoice 11	Feb-16	\$5,362.94	\$5,362.59	\$12,727.56	\$4,471.27	\$12,971.39										\$47,918.31
Invoice 12	Mar-16	\$2,940.58	\$8,627.49	\$9,071.94	\$10,697.71	\$4,203.37										\$41,863.61
Invoice 13	Apr-16	\$5,061.84	\$2,801.38	\$528.92	\$1,197.36	\$906.44	\$304.11		\$527.64							\$11,325.69
Invoice 14	May-16	\$4,922.92	\$3,350.91	\$1,515.93	\$7,516.76		\$1,931.74		\$285.07							\$19,523.33
Invoice 15	Jun-16	\$6,284.67	\$4,915.21	\$8,153.98	\$4,639.75	\$2,877.54	\$2,560.09									\$29,431.24
Invoice 16	Jul-16	\$4,835.42	\$3,834.42	\$65,970.02	\$7,291.30	\$6,846.22	\$204.86									\$88,982.24
Invoice 17	Aug-16	\$4,796.58	\$4,538.68	\$38,743.62	\$13,329.14	\$21,924.13	\$2,224.18									\$85,556.33
Invoice 18	Sep-16	\$2,494.31	\$1,500.16	\$9,439.90	\$15,304.80	\$13,682.28	\$2,127.07									\$148,516.89
Invoice 19	Oct-16	\$3,090.34	\$9,196.88	\$10,025.38	\$12,249.54	\$5,641.54	\$451.81									\$55,409.89
Invoice 20	Nov-16	\$4,119.87	\$2,858.66	\$1,039.43	\$4,779.28	\$1,069.07	\$3,289.58									\$20,202.61
Invoice 21	Dec-16	\$5,163.08	\$2,638.67		\$6,128.31	\$500.95	\$393.86									\$15,962.77
Invoice 22	Jan-17	\$7,929.10	\$11,291.33	\$5,511.37	\$4,559.90	\$157.15										\$30,955.73
Invoice 23	Feb-17	\$2,660.58	\$3,600.48	\$7,482.81	\$4,618.45	\$157.15										\$45,454.79
Invoice 24	Mar-17	\$4,266.43	\$157.20	\$12,994.08	\$1,488.46											\$18,906.17
Invoice 25	Apr-17	\$2,708.34	\$2,771.82	\$22,982.30	\$1,100.05											\$61,076.76
Invoice 26	May-17	\$5,039.26		\$10,992.72	\$785.76											\$16,817.74
Invoice 27	Jun-17	\$4,766.56	\$143.06	\$21,686.92			\$404.65									\$197,501.03
Invoice 28	Jul-17	\$3,879.79		\$4,396.53	\$912.60		\$912.69									\$10,821.28
Invoice 29	Aug-17	\$3,378.42		\$2,086.95	\$2,157.91	\$1,216.92	\$3,207.72									\$12,647.92
Invoice 30	Sep-17	\$2,202.57	\$2,068.58	\$15,917.58	\$5,185.99	\$2,871.65	\$6,873.02									\$35,119.39
Invoice 31	Oct-17	\$5,941.84		\$17,778.46	\$13,703.66	\$5,931.59	\$4,883.19									\$48,038.74
Invoice 32	Nov-17	\$5,571.30		\$13,566.46	\$4,199.54	\$950.86	\$2,596.22									\$28,462.27
Invoice 33	Dec-17	\$3,399.07		\$17,485.70	\$7,348.27	\$4,211.75										\$32,444.79
Invoice 34	Jan-18	\$6,209.45		\$16,138.87	\$13,032.57	\$6,255.31	\$105.45									\$41,741.65
Invoice 35	Feb-18	\$3,735.49		\$1,807.69	\$9,847.84	\$1,745.53										\$17,136.55
Invoice 36	Mar-18	\$2,707.32		\$3,784.57	\$8,252.89											\$14,744.78
Invoice 37	Apr-18	\$7,371.95		\$14,410.59	\$11,349.23	\$796.45										\$35,223.70
Invoice 38	May-18	\$4,751.56	\$157.37	\$955.43	\$6,392.82	\$357.82										\$12,615.00
Invoice 39	Jun-18	\$2,756.42		\$2,598.15	\$4,165.70	\$1,449.26				\$9,603.94						\$56,796.04
Invoice 40	Jul-18	\$498.90			\$947.43											\$1,146.33
Invoice 41	Aug-18	\$395.04			\$161.86	\$398.22										\$959.12
Invoice 42	Dec-18	\$675.32			\$2,427.87											\$3,216.98
Invoice 43	Feb-19	\$1,648.68														\$2,470.28
Invoice 44	Apr-19	\$341.01														\$688.36
Invoice 45	May-19	\$0.63			\$126.92											\$833.36
Acquired Total		\$157,416.38	\$11,968.91	\$86,764.36	\$404,145.72	\$208,853.81	\$34,570.55	\$1,988.55	\$12,075.22	\$61,610.58	\$206,012.36	\$0.00	\$326,506.98	\$65,739.38	\$4,959.59	\$1,729,687.28
Percent Complete		76%	35%	78%	89%	79%	54%	2%	77%	100%	100%	0%	97%	43%	96%	79%
Budgeted		\$208,093.60	\$33,753.69	\$114,497.12	\$408,495.59	\$231,263.95	\$63,750.71	\$114,764.79	\$15,737.35	\$61,610.58	\$206,035.17	\$52,922.87	\$336,419.76	\$154,191.71	\$5,151.55	\$2,192,438.58
Remainder		\$50,677.22	\$21,784.78	\$27,732.76	\$4,349.87	\$22,410.14	\$29,180.16	\$112,776.24	\$3,662.13	\$0.00	\$22.81	\$52,922.87	\$9,912.78	\$68,452.33	\$191.96	\$462,751.30

Invoice

June 14, 2019

South Carolina Department of Transportation
955 Park Street
Columbia, South Carolina 29201-3959

Project [REDACTED] SCDOT US 401 Bridge Replacement

Contract No. 1710 - 3/25/2015 Updated OH & FCC Rates 8/1/15

Professional Services from May 1, 2019 to May 31, 2019

Professional Personnel

	Hours	Rate	Amount	
Senior Project Engineer				
[REDACTED]	2.50	74.28	185.70	
Engineer III				
[REDACTED]	2.00	40.71	81.42	
Totals	4.50		267.12	
Total Labor				267.12

Reimbursable Expenses

Shipping, Delivery		.63	
Total Reimbursables		.63	.63

Additional Fees

Overhead	183.26 % of 267.12	489.52	
Fixed Fee	10.00 % of 756.64	75.66	
Cost of Capital	0.16 % of 267.12	.43	
Total Additional Fees		565.61	565.61

Total this invoice \$833.36

Outstanding Invoices

Number	Date	Balance
290640	5/15/2019	688.36
Total		688.36

	Current	Prior	Total	Received
Billings to Date	833.36	1,728,853.92	1,729,687.28	1,728,165.56

* I certify that this invoice is true and correct to the best of my knowledge and payment has not been received. [REDACTED]

Billing Backup

Friday, June 14, 2019

Invoice <Draft> Dated 6/14/2019

4:08:16 PM

Project		SCDOT US 401 Bridge Replacement
---------	--	---------------------------------

Phase	000001	Project Organizing and Management
-------	--------	-----------------------------------

Reimbursable Expenses

Shipping, Delivery			
LEXPOST	5/31/2019	LEX POST MAY 2019 / 5/23/19	.63
Total Reimbursables			.63
			.63
Total this Phase			\$.63

Phase	000005	Bridge Design
-------	--------	---------------

Professional Personnel

	Hours	Rate	Amount
Engineer III			
Engineer III			
	5/15/2019	1.00	40.71
Totals	1.00		40.71
Total Labor			40.71
Total this Phase			\$40.71

Phase	000012	Construction Phase Services
-------	--------	-----------------------------

Professional Personnel

	Hours	Rate	Amount
Senior Project Engineer			
Senior Project Engineer			
	5/29/2019	1.00	74.28
	5/30/2019	1.50	111.42
Engineer III			
Engineer III			
	5/29/2019	.50	40.71
	5/30/2019	.50	40.71
Totals	3.50		226.41
Total Labor			226.41

Total this Phase \$226.41

Total this Project \$267.75

Total this Report \$267.75

Postage Log

For the month of May
Office Lexington

Date	Project Number	Phase	Task	Sending To	From	Amount
------	----------------	-------	------	------------	------	--------

5/23/19				Brian Dix/ DOT		\$ 0.63
---------	--	--	--	----------------	--	---------

Activity Status Report

Consultant:		Data Date As Of:	June 1, 2019	Update Status:	Complete
Project:	16.036261A.1 - 0036261 BR01 - US 401 (Lamar HWY) / Bridge Over Jeffries Creek/4 MI SW of Darlington	Proposed Let Date:	9/11/2018	Report Date:	6/26/2019

Activity ID	Activity Description		Start	Finish	Status	Phy %	Hours	Cost	ETC
BRCON1	Structural Design	Baseline/Budget:	7/1/2015	3/23/2017			3580.00	\$408,495.59	
		Forecast/Actual:	7/1/2015	7/16/2018	Complete	100.00%	3612.00	\$404,145.72	\$4,349.87
		Comments:							
BRCON2	Asbestos and Lead Paint	Baseline/Budget:	7/1/2015	3/23/2017			39.00	\$5,151.55	
		Forecast/Actual:	9/1/2015	10/15/2015	Complete	100.00%	53.50	\$4,959.59	\$191.96
		Comments:							
ENV020	Cultural/Natural Resources Identified	Baseline/Budget:	4/22/2015	8/27/2015			290.00	\$15,737.35	
		Forecast/Actual:	4/22/2015	7/14/2015	Complete	100.00%	225.00	\$12,075.22	\$3,662.13
		Comments:							
ENV040	Biological Assessment	Baseline/Budget:	4/22/2015	10/9/2015					
		Forecast/Actual:	9/1/2015	1/31/2016	Complete	100.00%			
		Comments:							
ENV060	NOI (Wetlands/Waters of the State)	Baseline/Budget:	4/22/2015	4/22/2015					
		Forecast/Actual:	7/16/2018	7/16/2018	Complete	100.00%			
		Comments:							
ENVCE010	Prepare CE Document - FHWA CE Document Approval	Baseline/Budget:	4/22/2015	7/16/2015			746.00	\$88,631.92	
		Forecast/Actual:	10/1/2015	1/31/2017	Complete	100.00%	418.50	\$66,574.52	\$22,057.40
		Comments:							
ENVP010	Permits Preparation/Mitigation	Baseline/Budget:	6/3/2015	10/22/2015			220.00	\$25,865.20	
		Forecast/Actual:	2/7/2017	9/1/2017	Complete	100.00%	130.50	\$20,189.84	\$5,675.36
		Comments:							
ENVP050	USACE - General Permit	Baseline/Budget:	7/27/2016	1/20/2017					
		Forecast/Actual:	8/1/2016	6/14/2017	Complete	100.00%			
		Comments:							
GTCON1	Geotechnical Investigations/ Soil Borings	Baseline/Budget:	7/20/2015	9/6/2016			1035.00	\$336,419.76	
		Forecast/Actual:	7/20/2015	6/28/2017	Complete	100.00%	1120.50	\$326,506.98	\$9,912.78
		Comments:							
GTCON2	Geotechnical Engineering	Baseline/Budget:	7/20/2015	2/15/2017			1948.00	\$206,035.17	
		Forecast/Actual:	3/1/2016	4/30/2018	Complete	100.00%	2367.00	\$206,012.36	\$22.81
		Comments:							
GTCON3	Supplemental Geotechnical Investigations	Baseline/Budget:	7/20/2015	9/6/2016			428.00	\$154,191.71	
		Forecast/Actual:	10/1/2015	8/31/2017	Complete	100.00%	120.75	\$65,739.38	\$88,452.33
		Comments:							
HYCON1	Hydro and Hydraulics	Baseline/Budget:	8/3/2015	2/15/2017			1392.00	\$185,750.14	
		Forecast/Actual:	8/3/2015	7/16/2018	Complete	100.00%	1088.50	\$147,074.89	\$38,675.25
		Comments:							
PMCON1	Project Management & Coordination	Baseline/Budget:	3/30/2015	3/29/2017			1200.00	\$208,093.60	
		Forecast/Actual:	3/30/2015	8/15/2018	Complete	100.00%	1005.00	\$157,416.38	\$50,677.22
		Comments:							
RDCPCON1	Roadway Design	Baseline/Budget:	4/22/2015	3/23/2017			2264.00	\$231,263.95	
		Forecast/Actual:	4/22/2015	7/16/2018	Complete	100.00%	1419.00	\$208,853.81	\$22,410.14
		Comments:							
SUPCON1	Construction Support	Baseline/Budget:	4/3/2017	12/31/2018			704.00	\$114,764.79	
		Forecast/Actual:	9/17/2018	12/27/2019	In Progress	5.00%	11.00	\$1,988.55	\$112,776.24
		Comments:							
SUPCON2	Construction Support - Geotechnical	Baseline/Budget:	4/3/2017	12/31/2018			372.00	\$52,922.87	
		Forecast/Actual:	9/17/2018	12/27/2019	Not Started	0.00%		\$0.00	\$52,922.87
		Comments:							
SURVCON1	Field Surveys	Baseline/Budget:	5/13/2015	11/8/2016			454.00	\$33,753.69	
		Forecast/Actual:	5/13/2015	12/14/2017	Complete	100.00%	134.00	\$11,968.91	\$21,784.78
		Comments:							
SURVCON2	SUE Field Investigation/Surveys	Baseline/Budget:	4/22/2015	7/14/2017			11.00	\$61,610.58	
		Forecast/Actual:	4/22/2015	6/15/2017	Complete	100.00%		\$61,610.58	\$0.00
		Comments:							
UT010	Utility Relocation Coordination	Baseline/Budget:	4/22/2015	2/17/2016			380.00	\$63,750.71	
		Forecast/Actual:	4/22/2015	12/29/2017	Complete	100.00%	192.50	\$34,570.55	\$29,180.16
		Comments:							
UT020	Plans Sent to District	Baseline/Budget:	4/22/2015	4/22/2015					
		Forecast/Actual:	11/3/2017	11/3/2017	Complete	100.00%			
		Comments:							
UT100	Utility Agreement Coordination and Prep (Gas)	Baseline/Budget:	4/22/2015	8/13/2015					
		Forecast/Actual:	11/3/2017	11/3/2017	Complete	100.00%			
		Comments:							
UT200	Utility Agreement Coordination and Prep (Water)	Baseline/Budget:	4/22/2015	8/13/2015					
		Forecast/Actual:	11/3/2017	11/3/2017	Complete	100.00%			
		Comments:							

Activity Status Report

UT300	Utility Agreement Coordination and Prep (Sewer)	Baseline/Budget:	4/22/2015	8/13/2015		
		Forecast/Actual:	11/3/2017	11/3/2017	Complete	100.00%
		Comments:				
UT400	Utility Agreement Coordination and Prep (Power)	Baseline/Budget:	4/22/2015	8/13/2015		
		Forecast/Actual:	11/3/2017	11/3/2017	Complete	100.00%
		Comments:				
UT500	Utility Agreement Coordination and Prep (Telephone)	Baseline/Budget:	4/22/2015	8/13/2015		
		Forecast/Actual:	11/3/2017	11/3/2017	Complete	100.00%
		Comments:				
UT600	Utility Agreement Coordination and Prep (CATV)	Baseline/Budget:	4/22/2015	8/13/2015		
		Forecast/Actual:	11/3/2017	11/3/2017	Complete	100.00%
		Comments:				
Project Actuals:			3/30/2015	12/27/2019		
					11897.75	\$1,729,687.28 \$462,751.30
Administration and Project Management :			Baseline/Budget:			
			Forecast/Actual:			
Direct Expenses :			Baseline/Budget:			
			Forecast/Actual:			
Total Actuals:					11897.75	\$1,729,687.28 \$462,751.30

Appendix 3

1. Standard E-Teams Scope of Services

1.1 Schedule*

Project tasks will be expanded to develop a flow chart of activities and a milestone schedule. The flow chart and schedule will provide key team members (**SCDOT**, FHWA, and **CONSULTANT** representatives) with a sequential scheme of events and dates to measure the project progress.

The task is to effectively communicate project status and forecast project specific data through the use of schedules utilizing the **SCDOT'S** electronic Transportation Enterprise Activity Management System (e-TEAMS). In order to uniformly collect progress data from **CONSULTANTS** and compile the data into the overall **SCDOT** master schedule database, each **CONSULTANT** will use the web based application interface, electronic-TEAMS or e-TEAMS. e-TEAMS is an online project scheduling and resource management system designed specifically for the **CONSULTANT'S** use in providing schedule updates and resource information directly to the **SCDOT**. The expectations and processes required to adhere to the **SCDOT'S** Program Controls procedures are outlined below.

- 1.1.1 Throughout the project, **CONSULTANT** progress will be compared to the established target dates contained in the Project Target Schedule (PTS). The **CONSULTANT** shall use *Attachment A-1 Project Scope Activities* to provide dates, man hours and cost information for each task.
- 1.1.2 The **CONSULTANT** will plan work based on the schedule Early Dates (Start and Finish) generated by the scheduling program.
- 1.1.3 The **CONSULTANT'S** schedule activities have been resource and cost loaded and are shown in *Attachment A-1*. The costs shown include overhead and profit. Sub**CONSULTANT** fees have been added to the appropriate activity cost.
- 1.1.4 The **CONSULTANT** will apply monthly updates to applicable activities in the schedule. The percent complete will be based on the physical progress of a specific activity and not on a factor of time or cost. The *e-TEAMS User Manual* contains recommended guidelines for percent complete.
- 1.1.5 The **CONSULTANT** will have the responsibility of updating all information for any sub**CONSULTANT** working on the project.
- 1.1.6 The **CONSULTANT'S** invoice shall support the resource and cost loaded schedule update. The updates will be required at the minimum on a monthly basis. The **CONSULTANT** will provide an update on the prior month's activities no later than the 10th day of the month. Specific project requirements and conditions may require more frequent updating.
- 1.1.7 The **CONSULTANT** will provide monthly updates on:
 - 1.1.7.1 All actual start / finish dates for completed activities.
 - 1.1.7.2 All actual start dates, expected completion dates, and physical percent complete for activities in progress.
 - 1.1.7.3 All actual to date man-hours and cost for each activity.
 - 1.1.7.4 Forecast start or completion dates for each activity if any discrepancies exist with the PTS.

- 1.1.8 The **CONSULTANT** will reconcile any discrepancies between the submitted invoice and the submitted schedule as determined by the **SCDOT'S** Project Manager. The reconciliation must include the necessary adjustments to each line item of the invoice and/or schedule, as required. The **CONSULTANT** will revise the invoice and/or schedule and resubmit to the **SCDOT** for final review and approval. Progress Payments will be withheld until an acceptable approved schedule update is obtained from the **CONSULTANT**.
- 1.1.9 The **CONSULTANT** should communicate with the **SCDOT** on a regular basis to provide feedback regarding project status and concerns. The **CONSULTANT** should not wait until the monthly update to advise the Project Manager of issues or concerns that could impact the schedule. A proactive approach should be taken by all parties involved in project implementation to avert any schedule delays.
- 1.1.10 The **CONSULTANT** will attach a copy of the updated Status Report from e-TEAMS with their monthly payment invoice.
- 1.1.11 The **CONSULTANT** will provide additional reports and deliverables to the **SCDOT** upon request.
- 1.1.12 The **CONSULTANT'S** baseline PTS will be maintained for the duration of the project. The following conditions may justify a schedule modification and a subsequent change in the Project Target schedule:
 - 1.1.12.1 Project delays due to funding issues.
 - 1.1.12.2 Changes in contract scope of work.
 - 1.1.12.3 **SCDOT** priorities
 - 1.1.12.4 Internal delays impacting **CONSULTANT**
 - 1.1.12.5 Public Input
- 1.1.13 Schedule changes requested by the **CONSULTANT** should be submitted to the **SCDOT'S** Project Manager for approval prior to implementing the schedule changes. The request should document at a minimum the impact to the project cost, the interim project schedule milestones and the overall project schedule. Revisions to the **CONSULTANT'S** activities and target milestones will be considered on a case-by-case basis.
- 1.1.14 e-TEAMS Services provided by the **SCDOT**:
 - 1.1.14.1 The **SCDOT** will provide the **CONSULTANT** with the e-TEAMS internet homepage address and a unique username and password to e-TEAMS. The username and password will be applicable for all projects being worked on by the **CONSULTANT** for the **SCDOT**. Only one (1) user id and password will be issued to each **CONSULTANT**.
 - 1.1.14.2 The **SCDOT** will publish **CONSULTANT** activities on the e-TEAMS web page along with appropriate predecessor/successor activities that are the responsibility of other parties.
 - 1.1.14.3 The **SCDOT** will supply the **CONSULTANT** with one (1) copy of the e-TEAMS User's Manual.
 - 1.1.14.4 The **SCDOT'S** Program Controls Unit is available to assist and provide guidance to **CONSULTANT** to assure compliance to this scope at any time during the project. The Program Controls Unit can be contacted at "D8programcontrolsunit@scdot.org" or (803) 737-1834.

1.2 Deliverables:

- 1.2.1 XX (XX) meeting agendas and summaries
- 1.2.2 Approximately XX (XX) invoices, e-TEAMS reports, and progress reports
- 1.2.3 Four (4) project OPCs (preliminary plan design stage, design field review stage, right-of-way plan stage, and the final construction plans stage)
- 1.2.4 Three (3) field review agendas and summaries

SCDOT Process for Approving Task Reallocation

- Transferring of funds from an existing task to cover justified projected overruns on another on-going task is allowable. However, once those funds have been removed they will not be replenished by another task reallocation transfer or contract modification.
- When a request is made, an estimate of funds must be provided of the requested transfer of budget. The consultant is not to go over this agreed upon amount and continue to transfer funds from various tasks without seeking further approval.
- Transferring from a future task that has not started is not allowable unless that task is deemed unnecessary. For example, if you had RR negotiations in the scope and then the project no longer includes work around the RR, those funds could be transferred. However, if the scope changes again through NEPA and we now have RR coordination, those funds will not be reinstated.
- As the project nears completion, we will entertain the use of remaining funds in a task to cover overruns with proper justification.

Project ID	Project Name	Project Consultant	Type of Contract	Contract ID	Con Mod	Total Contract Value	Invoiced to Date	Remaining Contract Value	% Complete Calculated
39107	US 301 over Little Pee Dee River	Mead & Hunt	Project Specific	1465	No	\$1,477,215.32	\$1,288,453.16	\$188,762.16	87.22%
32045	S-20 over Bear Creek (2)	KCI Technologies Inc.	Project Specific	1455		\$1,399,858.83	\$1,265,719.75	\$134,139.08	90.42%
P028329	US 1 at S.C.L. RR (No. 3)	CECS	Project Specific	1797	No	\$1,112,131.59	\$1,004,449.03	\$107,682.56	90.32%
36261	US 401 over Jefferies Creek, Lake Swamp, High Hill Creek	Mead & Hunt	Project Specific	1710	No	\$2,192,438.58	\$1,729,687.28	\$462,751.30	78.89%
34067	S-12 Con over Jefferies Creek	KCI Technologies Inc.	On-call Bridge Design Services Task Order 3	1764	No	\$653,828.02	\$476,528.69	\$177,299.33	72.88%
38090	S-31 NB/SB Norfolk Southern RR Bridge Replacements	Davis & Floyd	On-Call GES	1407	Yes	\$993,807.22	\$756,443.74	\$237,363.48	76%
				1825	No	\$347,523.85	\$139,914.36	\$207,609.49	40%
P027021	S-15 over Withers Swash	STV/Ralph Whitehead Associates	Project Specific	1712	No	\$733,286.24	\$645,732.80	\$87,553.44	88.06%
P028308	US 17 Alt over Sampit River	KCI Technologies Inc.	On-call Bridge Design Services Task Order 2	1740	No	\$744,041.00	\$734,943.27	\$9,097.73	98.78%
			On-Call Utility Coordination Work Order 3	2056-W03	No	\$35,067.40	\$4,895.19	\$30,172.21	13.96%
P028309	US 701 over Six Mile Creek	ICA	On-call Bridge Design Services Task Order 2	1760	Yes	\$845,454.89	\$765,691.15	\$79,763.74	90.57%
			On-call Bridge Design Services Task Order 3	1810	No	\$45,733.80	\$43,422.22	\$2,311.58	94.95%
P028362	US 17 over US 17 Bus	CDM Smith	On-call Bridge Design Services Task Order 3	1791	No	\$1,326,380.22	\$1,269,216.39	\$57,163.83	95.69%
P026822	US 321 over Allison Creek	Kimley-Horn & Associates	Project Specific	1711	No	\$1,981,730.79	\$1,735,923.62	\$245,807.17	87.60%
38510	SC 97 over Rocky Creek	Kimley-Horn & Associates	On-Call GES	1399	No	\$750,151.43	\$688,432.89	\$61,718.54	91.77%
40554	SC 72 over Sandy River	Mulkey Engineers & Consultants	Project Specific	1474	No	\$2,559,462.81	\$2,245,741.99	\$313,720.82	88%
40558	S-81 over Tools Fork Creek								
	SC 5 over Tools Fork Creek								
37730	US 76 over Mill Creek (EBL & WBL)	Atkins North America	Project Specific	1430	Yes	\$782,261.77	\$196,397.60	\$585,864.17	25.11%
				1569	Yes	\$1,041,053.69	\$937,911.51	\$103,142.18	90.09%
39652	US 378 over Horse & Hollow Creek	CDM Smith	Project Specific	1535	Yes	\$1,680,554.98	\$1,578,098.56	\$102,456.42	93.90%
				1771	No	\$162,178.99	\$162,178.99	\$0.00	100.00%
35369	US 378 over Little River	STV/Ralph Whitehead Associates	Project Specific	1434	Yes	\$1,029,151.66	\$951,294.11	\$77,857.55	92.43%
				1586	No	\$188,159.96	\$198,711.04	-\$10,551.08	105.61%
40197	S-98/S-22 over Enoree River	Weston & Sampson	Project Specific	1476	Yes	\$635,179.18	\$614,318.59	\$20,860.59	96.72%
				1580	No	\$141,327.97	\$125,352.89	\$15,975.08	88.70%
P027065	SC 823 over Little River	CECS	Project Specific	1708	No	\$1,049,994.93	\$913,181.66	\$136,813.27	86.97%
040476A	SC 462 over Bees Creek	Chao & Associates	Project Specific	1418	No	\$858,461.45	\$847,366.14	\$11,095.31	98.71%
040476B	SC 462 over Euhaw Creek								

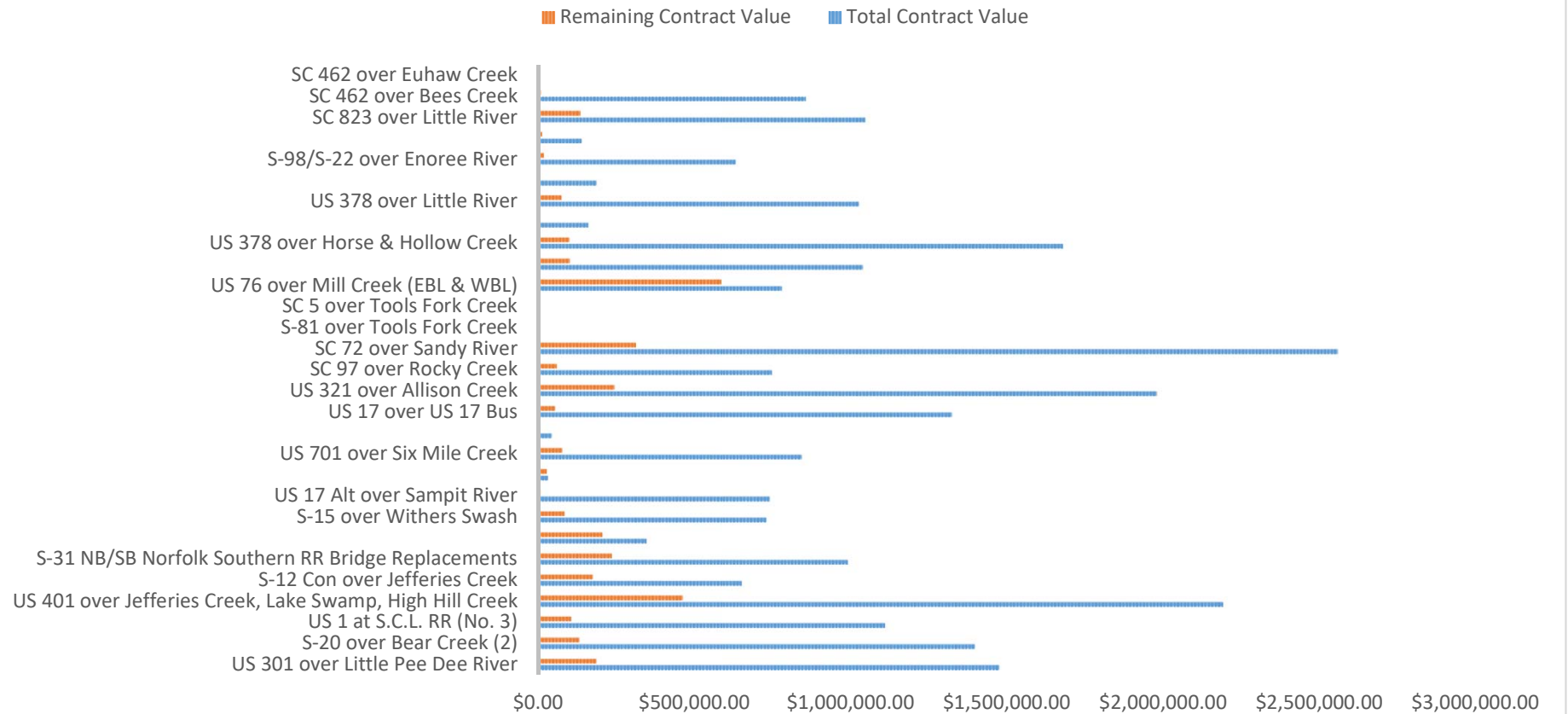
Total Number of Projects 22

Total Number of Contracts 26

Total Current Contract Amount \$24,766,436.57	Total Invoiced to Date \$21,320,006.62	Total Remaining Contract Value \$3,446,429.95
Average Current Contract Amount \$952,555.25	Average Invoiced to Date \$820,000.25	Average Remaining Contract Value \$132,555.00

FIGURE 1

TOTAL AND REMAINING CONTRACT VALUE BY PROJECT



Appendix 4

South Carolina
Department of Transportation
Columbia

Date:

Form 608

FEIN #:

Vendor #:

To:

Invoice #: Contract No. Period Beginning:

For professional services rendered in connection with: Period Ending:

Maximum Contract Amount=

Total Invoiced to Date=

Less Previous Payments=

Total Due this Invoice=

Cost Center: of Contract Amount Complete

Fund:

WBS:

Functional Area:

G/L Account:

Reviewed For Payment:

Date

Date

cc: Fiscal Analyst

Example Budget Tracking Spreadsheet

SC 1000 Bridge Replacement	Budget Tracking Spreadsheet										Work Period 12/1/2019-1/1/2020			
Contract 3000														
Task & Firm	Original Contract (1/1/2016)		Revised Contract (11/1/2018)		Amount Previously Invoiced		Total Due This Period		Amount Invoiced To Date		Percent Complete To Date		Remaining Contract Amount	
	Manhours	Budget	Manhours	Budget	Manhours	Budget	Manhours	Budget	Manhours	Budget	Manhours	Budget	Manhours	Budget
Task 1 Project Management	1200	\$210,000.00	1400	\$245,000.00	1275	\$223,125.00	50	\$8,750.00	1325	\$231,875.00	95%	95%	75	\$13,125.00
Prime	1200	\$210,000.00	1400	\$245,000.00	1275	\$223,125.00	50	\$8,750.00	1325	\$231,875.00	95%	95%	75	\$13,125.00
Task 2 Survey	450	\$29,250.00	150	\$9,750.00	130	\$8,450.00	0	\$0.00	130	\$8,450.00	87%	87%	20	\$1,300.00
Sub 1	450	\$29,250.00	150	\$9,750.00	130	\$8,450.00	0	\$0.00	130	\$8,450.00	87%	87%	20	\$1,300.00
Task 2 NEPA	1250	\$131,250.00	1000	\$105,000.00	775	\$81,375.00	0	\$0.00	775	\$81,375.00	78%	78%	225	\$23,625.00
Prime	940	\$98,000.00	750	\$78,750.00	580	\$60,000.00	0	\$0.00	580	\$60,000.00	77%	76%	170	\$18,750.00
Sub 2	250	\$26,250.00	200	\$21,000.00	155	\$16,275.00	0	\$0.00	155	\$16,275.00	78%	78%	45	\$4,725.00
Sub 3	60	\$7,000.00	50	\$5,250.00	40	\$5,100.00	0	\$0.00	40	\$5,100.00	80%	97%	10	\$150.00
Task 3 Permitting	500	\$85,000.00	350	\$59,500.00	300	\$51,000.00	25	\$4,250.00	325	\$55,250.00	93%	93%	25	\$4,250.00
Prime	500	\$85,000.00	350	\$59,500.00	300	\$51,000.00	25	\$4,250.00	325	\$55,250.00	93%	93%	25	\$4,250.00
Task 4 SUE	25	\$75,000.00	25	\$75,000.00	20	\$60,000.00	0	\$0.00	20	\$60,000.00	80%	80%	5	\$15,000.00
Sub 4	25	\$75,000.00	25	\$75,000.00	20	\$60,000.00	0	\$0.00	20	\$60,000.00	80%	80%	5	\$15,000.00
Task 5 Roadway Design	2300	\$253,000.00	2300	\$253,000.00	2275	\$250,250.00	10	\$2,200.00	2285	\$252,450.00	99%	100%	15	\$550.00
Prime	460	\$50,500.00	460	\$50,500.00	455	\$50,050.00	0	\$0.00	455	\$50,050.00	99%	99%	5	\$450.00
Sub 5	1840	\$202,500.00	1840	\$202,500.00	1820	\$200,200.00	10	\$2,200.00	1830	\$202,400.00	99%	100%	10	\$100.00
Task 6 Bridge Design	3600	\$414,000.00	3700	\$5,750.00	3675	\$0.00	20	\$0.00	3695	\$0.00	100%	0%	5	\$5,750.00
Prime	3600	\$414,000.00	3700	\$5,750.00	3675	\$0.00	20	\$0.00	3695	\$0.00	100%	0%	5	\$5,750.00
Task 7 Hydrology & Hydraulics	1400	\$189,000.00	1400	\$189,000.00	1000	\$135,000.00	25	\$3,375.00	1025	\$138,375.00	73%	73%	375	\$50,625.00
Prime	560	\$75,600.00	560	\$75,600.00	400	\$54,000.00	0	\$0.00	400	\$54,000.00	71%	71%	160	\$21,600.00
Sub 5	840	\$113,400.00	840	\$113,400.00	600	\$81,000.00	25	\$3,375.00	625	\$84,375.00	74%	74%	215	\$29,025.00
Task 8 Geotechnical	3000	\$570,000.00	3100	\$589,000.00	2775	\$0.00	0	\$0.00	2775	\$0.00	90%	0%	325	\$589,000.00
Sub 6	3000	\$570,000.00	3100	\$589,000.00	2775	\$0.00	0	\$0.00	2775	\$0.00	90%	0%	325	\$589,000.00
Task 9 Utility Coordination	400	\$66,000.00	400	\$66,000.00	200	\$0.00	50	\$8,250.00	250	\$8,250.00	63%	13%	150	\$57,750.00
Sub 7	400	\$66,000.00	400	\$66,000.00	200	\$0.00	50	\$8,250.00	250	\$8,250.00	63%	13%	150	\$57,750.00
Task 10 Construction Phase Support	1100	\$170,500.00	1100	\$170,500.00	10	\$1,550.00	50	\$7,750.00	60	\$9,300.00	5%	5%	1040	\$161,200.00
Prime	660	\$102,300.00	660	\$102,300.00	10	\$1,550.00	50	\$7,750.00	60	\$9,300.00	9%	9%	600	\$93,000.00
Sub 5	220	\$34,100.00	220	\$34,100.00	0	\$0.00	0	\$0.00	0	\$0.00	0%	0%	220	\$34,100.00
Sub 6	220	\$34,100.00	220	\$34,100.00	0	\$0.00	0	\$0.00	0	\$0.00	0%	0%	220	\$34,100.00
Totals	15225	\$2,193,000.00	14925	\$1,767,500.00	12435	\$810,750.00	230	\$34,575.00	12665	\$845,325.00	85%	48%	2260	\$922,175.00

Break Down By Firm	Original Contract		Revised Contract		Amount Previously Invoiced		Total Due This Period		Amount Invoiced To Date		Percent Complete To		Remaining Contract	
	Manhours	Budget	Manhours	Budget	Manhours	Budget	Manhours	Budget	Manhours	Budget	Manhours	Budget	Manhours	Budget
Prime	7920	\$1,035,400.00	7880	\$617,400.00	6695	\$439,725.00	145	\$20,750.00	6840	\$460,475.00	87%	75%	1040	\$156,925.00
Sub 1	450	\$29,250.00	150	\$9,750.00	130	\$8,450.00	0	\$0.00	130	\$8,450.00	87%	87%	20	\$1,300.00
Sub 2	250	\$26,250.00	200	\$21,000.00	155	\$16,275.00	0	\$0.00	155	\$16,275.00	78%	78%	45	\$4,725.00
Sub 3	60	\$7,000.00	50	\$5,250.00	40	\$5,100.00	0	\$0.00	40	\$5,100.00	80%	97%	10	\$150.00
Sub 4	25	\$75,000.00	25	\$75,000.00	20	\$60,000.00	0	\$0.00	20	\$60,000.00	80%	80%	5	\$15,000.00
Sub 5	2900	\$350,000.00	2900	\$350,000.00	2420	\$281,200.00	35	\$5,575.00	2455	\$286,775.00	85%	82%	445	\$63,225.00
Sub 6	3220	\$604,100.00	3320	\$623,100.00	2775	\$0.00	0	\$0.00	2775	\$0.00	84%	0%	545	\$623,100.00
Sub 7	400	\$66,000.00	400	\$66,000.00	200	\$0.00	50	\$8,250.00	250	\$8,250.00	63%	13%	150	\$57,750.00
Totals	15225	\$2,193,000.00	14925	\$1,767,500.00	12435	\$810,750.00	230	\$34,575.00	12665	\$845,325.00	85%	48%	2260	\$922,175.00